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ABSTRACT

Hearings on family-friendly workplaces for fathers were held in an effort to help create a corporate culture that allows fathers to take advantage of and support different workplace policies. Fathers' impact on children's development, and the reasons why it is important for fathers to be part of the parenting process, are examined. Representative Patricia Schroeder, who presided, cited America West Airlines, Merck, and DuPont as examples of family-friendly corporations. A fact sheet included for the record summarizes relevant national data, including data on fathers' attitudes toward balancing work and family, fathers' involvement in children's well-being, and employer responses to family responsibilities. Family-oriented work policies prepared by the Bureau of National Affairs are also presented in fact-sheet style. The policies cover options in the areas of the time and place of work, counseling programs, child care, leave, information and seminars, telephone access, and financial support. Prepared statements and testimony from witnesses representing such organizations as the City of Los Angeles, the Families and Work Institute, the Family Research Council, the University of Michigan, CBS (Columbia Broadcasting System, Inc.), the Association of Part-Time Professionals, and the Society for Human Resource Management are included, as are prepared statements of representatives from Michigan, Wisconsin, and Virginia. (LB)

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BABIES AND BRIEFCASES: CREATING A FAMILY-FRIENDLY WORKPLACE FOR FATHERS

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HEARING

BEFORE THE

SELECT COMMITTEE ON CHILDREN, YOUTH, AND FAMILIES HOUSE OF REPRESENTATIVES

ONE HUNDRED SECOND CONGRESS

FIRST SESSION

HEARING HELD IN WASHINGTON, DC, JUNE 11, 1991

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BABIES AND BRIEFCASES: CREATING A FAMILY-FRIENDLY WORKPLACE FOR FATHERS

TUESDAY, JUNE 11, 1991

HOUSE OF REPRESENTATIVES,
SELECT COMMITTEE ON CHILDREN, YOUTH, AND FAMILIES,
Washington, DC.

The committee met, pursuant to call, at 9:30 a.m., in Room 2118, Rayburn House Office Building, Hon. Patricia Schroeder [chairwoman of the committee] presiding.

Members present: Representatives Schroeder, Horn, Peterson, Wolf, Walsh, McEwen, Bilirakis, Klug, Santorum, and Barrett.

Staff present: Karabelle Pizzigati, staff director; Nancy Reder, professional staff; Danielle Madison, minority staff director; Carol Statuto, minority deputy staff director; Elizabeth Maier, professional staff; Kate Bunting, research assistant; and Joan Godley, committee clerk.

Chairwoman SCHROEDER. Okay. I'm going to go ahead and call us to order this morning. We have many members coming down the hallway, 10:00 seems to be a more popular time to start, but we now have a member joining us, so the rules of the committee are, you have to have two, and we'll be having more join us as we get going.

Let me say, I'm very excited about this hearing. The purpose of it is to look at how the workplace is becoming more "family friendly" for fathers, and what we can do to change some of the corporate culture that has really inhibited many fathers from taking advantage of and supporting different workplace policies.

The hearing is going to also examine the impact that fathers have on their children's development, and why it is very important for fathers to be part of the parenting process.

When you go back and look at our history, originally it was part of our language, the Ma and Pa store, the Ma and Pa farm, the Ma and Pa ranch, Ma and Pa were an economic and a family unit, and somehow in many areas fathers have really dropped out of the process.

In preparing for this hearing, we heard about some very exciting employer programs. I'm going to put my whole statement in the record that cites a lot of them, but let me just mention a few of them publicly. America West Airlines operates out of Phoenix, Arizona, and they have put in a 24-hour a day, seven-day a week network of family and center-based child care to meet the needs of their employees who often have to be away from home.

Merck, the pharmaceutical company, has provided relocation assistance, maternity and paternity leave, child care referral programs, family matters workshops, career search workshops for family members, and pre-retirement planning. So, they have a very, very comprehensive program.

We've come a long way in 30 years, but the corporate culture still says that men shouldn't take leave, that fathers don't leave work for carpools or trips to pediatricians, and so, in many places things haven't changed at all.

Most of the accommodations that we salute today have been made by large employers, but the list of options attached to the fact sheet we've prepared for the hearing shows that not all options are that costly to implement, and we're hoping that more small employers look at these options. In other words, part of our packet is news you can use, and the news you can use is that there's a lot of things you can do that are very inexpensive that allow for families to do lots of different things.

In a recent radio business program, they had a segment on business participation in the public schools. They interviewed a lot of educators, and asked the educators what businesses could do to become more involved in public schools. One of the very interesting things that these educators said is, the best thing business could do is let employees off a couple hours every now and then so they could visit their own children's schools, that that would be the very best first start, rather than having some fancy program first.

So, I hope we're listening, and I hope we take that into account.

I want to welcome all of our guests this morning, and I know we are going to have a very stimulating hearing. We've got some very distinguished panel members here.

[Opening statement of Hon. Patricia Schroeder follows:]

OPENING STATEMENT OF HON. PATRICIA SCHROEDER, A REPRESENTATIVE IN CONGRESS FROM THE STATE OF COLORADO AND CHAIRWOMAN, SELECT COMMITTEE ON CHILDREN, YOUTH, AND FAMILIES

This is the season when we pay tribute to our mothers and fathers and honor them with their special days. As Father's Day approaches, we thought it would be most appropriate for the Select Committee to examine the role fathers play in parenting their children and how to create a work environment that encourages them in their roles as fathers. To that end, we want to take a look this morning at how the workplace is becoming more "family-friendly"—especially for fathers—and what needs to be done to change the "corporate culture" that inhibits fathers from taking advantage of and promoting supportive workplace policies.

We do not examine these workplace issues in a vacuum. The most critical reason for having "family-friendly" workplaces is to facilitate the well-being of our nation's children, the majority of whom have working parents. So we also will be looking at what researchers have found in examining the impact fathers have on their children's development and why it's important for father to play an active parenting role.

As we prepared for this hearing, we heard some very exciting stories about what corporations are doing to help their employees who are parents juggle their work and family responsibilities. We talked to employers such as America West Airlines, based in Phoenix, AZ, which has developed a 24-hour, 7-day a week network of family and centerbased child care to meet the needs of its employees who are often out of town overnight. American West recruits and trains family day care providers and currently there are more than 750 children participating in the program.

We also talked to companies such as Du Pont, which would be represented here today were it not for the fact that all of their top management is meeting in Geneva. Du Pont just recently surveyed 8,500 of its employees to find out what their most pressing work/family conflicts are. The survey showed that there is a growing

consensus among men and women about the need for flexible work options. Sixty-four percent of the men interviewed were interested in a sick child leave policy, up from 40% just five years ago. And the percentage of men interested in a transition time to care for newborn children more than doubled over a five-year period, from 15% to 35%. Du Pont has responded to the concerns of its employees by expanding unpaid leave options and creating more flextime options for its employees. Another trailblazing corporation is Merck—the giant pharmaceutical company. Merck has responded to the needs of its predominately male workforce with a range of "family-friendly" programs and policies, among them: relocation assistance, maternity and paternity leave, support to employee child care centers, child care referral services, sickness prevention and stress reduction programs, family matters workshops, career search workshops for family members, a spouse referral career service and life and pre-retirement financial planning.

One of our witnesses here today—Los Angeles Department of Water and Power—will share its innovative "family-friendly" programs. We applaud L.A. Water and Power—and the Mercks and the Du Ponts—corporations that realize that work and family go hand in hand and that when employees face stress in their personal lives, they are less productive employees. There is a lot that employers can do to reduce the stress where work and family responsibilities intersect.

I am pleased to sit here and say that we've come a long way in the past thirty years. It wasn't so very long ago that it was legal to fire women workers just because they were pregnant. As the nature of the workplace has changed with the dramatic influx of women into the laborforce—especially women with young children—more and more employers are recognizing that they will be better served by their employees if they, as employers, better serve their employees.

But some things aren't changing. We still have a cultural climate that says men don't take paternity leave and fathers don't leave work for trips to the pediatrician or carpools or pickups at the day care centers (which usually close at 6:00 PM.). We want to know why that hasn't changed and what we can do to change that corporate culture. Our concern for changing the corporate culture is grounded in sound academic research, which documents the impact of fathers' parenting or lack thereof on their children.

Most of the accommodations in the workplace have been made by large employers. Too many medium and small employers still think flexibility is too costly. The list of family-oriented policy options that has been prepared in conjunction with this hearing is a clear indication that not all options are costly to implement. And we need to figure out how to convey to all employers that they can be cost effective and "family friendly" at the same time.

Just the other day, a radio business program reported on viewer response to a segment it had aired on business involvement in the public schools. The announcer indicated that while the program received a number of suggestions for business involvement, the overwhelming response from the education community was that the best way business could be involved would be to let their employees have a few hours off each month to come to the schools so that parents could play a more active part in their children's education. Are you listening out there?

I want to welcome our invited guests this morning and I look forward to a most stimulating and informative hearing.

"BABIES AND BRIEFCASES: CREATING A FAMILY-FRIENDLY WORKPLACE FOR FATHERS"

A FACT SHEET

WORKING FATHERS STRUGGLE TO BALANCE WORK AND FAMILY

- In March, 1990, 24.4 million fathers -- 36% of all males in the labor force -- had children under the age of 18. Two-thirds of them had wives in the labor force. Twelve million working fathers had children under the age of 6. Just over 1 million families were maintained by single fathers. (Bureau of Labor Statistics [BLS], 1991)

- In 1987, the primary child care provider for 15% of children whose mothers worked part time and for 6.1% of children whose mothers worked full time was their father. (Census Bureau, 1990)

- A 1989 Washington Post poll indicated that 4% of fathers polled in the metropolitan Washington, DC, area did not work outside of the home. An additional 48% of fathers indicated that they reduced their work hours in order to spend more time with their families and 23% said that they had declined a promotion because it would have meant spending less time with their families. (The Washington Post, June, 1989)

- A 1990 survey of 8,500 Du Pont employees found that 56% of the male employees surveyed favored flexible work options to balance their work and family responsibilities, compared with 37% in a similar Du Pont survey in 1985. Sixty-four percent of the men surveyed were interested in a sick child leave policy and 35% favored a transition time to care for their newborn children. Male employees reported as much or more difficulty as female employees in finding support for sick and emergency child care. (Du Pont, 1991)

- A 1990 poll conducted for The Los Angeles Times revealed that 39% of the fathers surveyed would quit their jobs if they could to stay home with their children. An almost equal percentage of fathers and mothers (57% versus 55%) said they felt guilty about spending too little time with their children and 51% of fathers polled said their work interfered with their parental responsibilities. Twenty-eight percent of the fathers felt their parental responsibilities hurt their careers. (The Los Angeles Times, August 1990)

- A survey of 400 men and women with children under age 12 conducted for Fortune magazine by Bank Street College found that fathers were almost as likely as mothers to report that their job interfered with family life (37% versus 41%). Thirty percent of the fathers surveyed said that they had refused a new job, promotion, or transfer because it would have meant less time with their families. More fathers than mothers (35% versus 31%) thought companies could do more to help employees manage their work/family responsibilities. (Chapman, 1987)

FATHERS' INVOLVEMENT IN FAMILY LIFE ENHANCES CHILDREN'S WELL-BEING

- A study of teenagers from two-parent families whose fathers played a large role in their childrearing indicated that older teens tended to have a more flexible outlook toward sex roles in general than younger teens. All of the teens held less traditional views of their future employment patterns and their future child care plans. (Radin, 1991)

- A study of highly involved fathers indicated that their children had greater verbal competence. Proficiency in mathematics is also related to the father's presence. (Radin, 1981, 1991)

- A 26-year longitudinal study that tracked young children into adulthood found that the amount of time a father spends with a child is one of the strongest predictors of empathy in adulthood. (Koestner, Weinberger and Franz, 1990)

- Teenagers from two-parent families reported that they experienced more enjoyment and were more satisfied when involved in activities with fathers than with their mothers. When leisure time was shared with parents, adolescents spent proportionately more time with their fathers. (Montemayor and Brownlee, 1987)

EMPLOYER RESPONSE TO FAMILY RESPONSIBILITIES IS MIXED

- A survey of 188 of the country's largest corporations indicates that all of them offered some family-friendly policies, including maternity leave, part-time work options, Employee Assistance Programs, and/or counseling on work-family issues. Two-thirds of these companies

were considering implementing new family-friendly policies at the time of the poll. (Families and Work Institute, 1991)

- The BLS Employee Benefits Survey of medium and large private employers indicates that in 1989: 5% of employees had access to employer assistance for child care; 3% had access to elder care assistance; 11% had access to flextime; 37% had access to unpaid maternity leave; 3% had access to paid maternity leave; 18% had access to unpaid paternity leave and 1% had access to paid paternity leave. (BLS, 1990)

- A survey of Fortune 500 companies indicated that 37% of those polled provided for an unpaid parenting leave with a job guarantee to men. Ninety percent of those companies offering leaves to fathers called them "personal leave" and made no attempt to inform employees that such leave was available to new fathers. (Catalyst, 1986)

- A 1986 poll of Fortune 500 companies of employer attitudes towards fathers taking leave revealed that 63% of the respondents felt "no leave" was reasonable. Nearly half of the companies that offered leave to fathers (41%) considered "no length of time reasonable." (Catalyst, 1986)

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OPTIONS FOR EMPLOYERS
FAMILY-ORIENTED PROGRAMS AND POLICIES

Family-oriented work policies come in all sizes and shapes. The list of options presented below is meant to provide a sample of options that some employers have already instituted.

CHANGING THE CORPORATE CULTURE: MAKING THE WORKPLACE FAMILY-FRIENDLY

1. Establish a work and family committee or task force
2. Assess employee needs through surveys or focus groups
3. Provide flexibility in work hours and other policies to meet the individual needs of employees
4. Communicate policies in writing and through staff development programs

5. Train managers and supervisors to be sensitive to work/family issues
6. Designate a work and family program manager

WORK TIME/PLACE OPTIONS

1. Flextime
2. Compressed work week
3. Part-time employment (with pro-rated benefits)
4. Job sharing
5. Overtime flexibility
6. Flexiplace: telecommuting and/or work at home

COUNSELING PROGRAM OPTIONS

1. Employee assistance programs (alcohol/drug abuse counseling and/or treatment programs; family counseling)
2. Stress reduction seminars
3. Relocation assistance for working spouses of employees

CHILD CARE OPTIONS

1. On-site child care center
2. Near-site child care center
3. Contract for slots in existing child care centers
4. Information and referral assistance for locating child care
5. Recruitment and training of family day care providers
6. Funds or other support for extended hours at near-site child care centers for employees who work extended hours or evening/night shifts
7. Emergency child care services; care for mildly ill children
8. Transportation to after-school recreation/child care programs
9. Help with start-up costs for outside child care center
10. Vouchers or direct subsidies to employees
11. Child care handbook to assist employees in locating child care best suited to their needs
12. Summer camp program

LEAVE OPTIONS

1. Flexible vacation options

2. Use of sick leave to care for sick immediate family members
3. Personal leave - specific amount (paid)
4. Personal leave - flexible (unpaid)
5. Paid parental leave
6. Extended unpaid parental leave (job-guarantee; continuing benefits)
7. Return from parental leave on part-time basis
8. Leave bank (annual and/or sick leave)
9. Flexible leave for teacher conferences or other school events
10. Bereavement leave
11. Nursing breaks

INFORMATION/SEMINAR OPTIONS

1. Employee orientation programs that include information on family-supportive policies and programs, management training programs, strategic plans and annual reports
2. Elder care counseling and referral services
3. Parenting seminars
4. Parent support groups
5. Computer bulletin board information exchange
6. New parent seminars
7. Parent resource center with books, videos, and magazines on parenting, child care and caring for the elderly

TELEPHONE ACCESS OPTIONS

1. Telephone for routine/emergency family calls
2. "Short" long distance calls for family emergencies
3. Calling home from business trips

FINANCIAL SUPPORT OPTIONS

1. Flexible benefit plans (Dependent Care Assistance Plans)
2. Health insurance for dependents
3. Reimbursement for adoption expenses
4. Tuition assistance
5. Scholarship programs for employees' children
6. Reimbursement for extra child care costs for travel or overtime work
7. Employee financial assistance fund for financial crises

MISCELLANEOUS OPTIONS

1. Develop children-at-work policies (for snow days; other emergencies)
2. Address family concerns in recruitment interviews
3. Make uneven career paths acceptable
4. Curtail anti-nepotism rules
5. Postpone relocation for family reasons
6. Support family picnics/holiday events
7. Provide nursing space
8. Join/start employer network
9. Encourage developers to include child care in space where you rent

Adapted from "Family-Oriented Policy and Program Options for Employers," prepared by Jean D. Linehan, The Bureau of National Affairs, Inc.

June 11, 1991

Chairwoman SCHROEDER. Let me now yield. Did you have an opening statement you would like to make?

Mr. BARRETT. Thank you, Madam Chair. I think I would ask the Madam's consent to insert my statement in the record, and to thank you for holding this hearing.

Chairwoman SCHROEDER. Well, thank you very much.

Mr. BARRETT. In the interest of time, thank you.

Chairwoman SCHROEDER. And, I think we can join in saying that anyone who shows up a little late, and has an opening statement, we will just put it in the record, so we can then move on.

Let me call the first panel to the table, who we are excited to see. First of all, we have Gordon Rothman, who is a father and a field producer at CBS. He's terribly upstaged by this young woman who has decided to accompany him named Hannah. We have Beverly King, who is the Director of Human Resources for the City of Los Angeles Department of Water and Power, from Los Angeles, California. We have James Levine, who is the Director of the Fatherhood Project, Families and Work Institute in New York, and we are very happy to see you again, and we'll be anxious to hear what you have to say. And, we have Lynn O'Rourke Hayes, who is the co-author of *The Best Jobs in America for Parents*, from Chevy Chase, Maryland, and we're very glad to have that kind of news you can use too.

So, let me say to all the panelists, we welcome you this morning, and, Gordon, I think we're going to start with you. You have a very eager person there, and who knows what kind of patience she's going to have with this congressional hearing. So, why don't we launch with you.

STATEMENT OF GORDON ROTHMAN, FATHER AND FIELD PRODUCER, CBS, NEW YORK, NY

Mr. ROTHMAN. Okay, I'll keep my fingers crossed. Thanks.

Chairwoman SCHROEDER. Absolutely.

Mr. ROTHMAN. As you know, I was invited here this morning because I am a father on paternity leave. Normally, I work as a field producer for the TV broadcast "CBS This Morning." But, for the last 11 weeks, and for the next two, I work for her. This is Hannah Justice Rothman who is five months old. I am her full-time babysitter and bath giver, entertainer and audience, diaper changer and dance partner, not to mention chief cook, and, yes, bottle washer.

Being home with Hannah has made these the most wonderful three months of my life, and, yet, when I think about paternity leave in general I get angry, and I'll explain that in a minute, but first the good news. Paternity leave has changed my relationship with my daughter from drab to delightful. In the early months, my wife Faith was on leave and I was on the job. I'd often come home after long hours working on our Gulf War coverage to find a baby just beaming with delight until I picked her up, and then she'd start squalling.

Things have changed dramatically during my tenure as "Mister Mom." I have picked up the fine arts of baby flying, peek-a-boo and tickle monster, and as the psychologists like to say, I think we have bonded. As I prefer to say, we've become buddies.

I think the experience has given Hannah confidence that both of her parents are capable of attending to her needs. I may be exaggerating her intellectual development there just a little, but if she doesn't have that confidence at least I do, and maybe that's even more important.

Beyond that, the paternity leave I think, has helped define, redefine the nature of our family. You know the stereotype of child care that it's something that's a woman's duty, unless the man happens to have time and helps out a bit. For us, it is very much a shared activity. Hannah will always be our responsibility, and I think that's a fact which can't help but make our family stronger.

So, it has been a wonderful experience, a very enriching experience. So why did I say a minute ago that the subject of paternity leave makes me angry? It's simply because I think it's absurd that in 1991 it should still be unusual enough to command this kind of attention, be the subject of a hearing, to be the subject of news reports. After all, a woman who does exactly the same things that I do each day, and there are three of them on every block in America, gets no attention at all. That's wrong.

For me, for no other reason than the fact that I am taking paternity leave, I've been in a newspaper article, on a radio show, I'm here testifying before a congressional hearing, and why is that? Because dads who take leave, it seems, are about as rare as spotted owl fan clubs in Oregon.

Perhaps, that's not surprising. The deck is stacked against fathers who want to take more than a few days off. I'm one of those people who has always wanted to take a paternity leave. I wanted to be able to share the responsibilities with my wife. I wanted our child to have as much time as possible with her parents in these critical first few months, and as we've arranged it, she's spending the first six months with her parents.

But even for me, the fact that I was actually able to take this leave, and take this substantial leave, I attribute to luck. There are three elements that need to be in place for it work, and luckily for me they were all there.

First, you need the right company policy, and at CBS News either a father or a mother can take up to six months off from the birth or adoption of a child.

Second, you need the right attitude in the workplace, one that doesn't threaten to chop a father's career off at the knees if he does take a leave, and in my case my supervisors and colleagues have been nothing but supportive, not even a hint that this is going to come back to haunt me some day.

And, finally, and, perhaps, most important, you need money, because nearly every paternity leave is unpaid. You've got to have some savings tucked away, and we've managed to set aside enough to tide us over during these weeks.

So, policy, attitude and cash, you need all three. Is that a rare combination? Perhaps, the other witnesses here today can answer that better than I, but I can tell you that when I'm out at the Central Park playground on a weekday, the place is packed, jammed with sitters, loaded with mothers, and I keep looking for other fathers taking paternity leave, and I haven't found one yet. That's too bad.

My season with Hannah has been a joyous experience, unbeatable, it's made us closer. I'm sure it's made me a better father, and I wish more men could enjoy the same thrill. I think it's a shame that paternity leave is impossible for so many and unaffordable for so many more, but worst of all is that most of those who have the chance don't make the choice.

To those employers who can offer paternity leave, I say offer it. To other employees who can take paternity leave, I say do yourself a favor, do your child a favor, take it. It's a wonderful experience, it's a great start.

Thank you.

Chairwoman SCHROEDER. Thank you, and I know the whole committee would want to salute CBS for being so forward thinking in allowing this, and you are right, it shouldn't even be forward thinking, it should be normal thinking, but thank goodness there are a few around.

[Prepared statement of Gordon Rothman follows:]

Prepared Statement of Gordon Rothman, Father and Field Producer, CBS, New York, NY

My name is Gordon Rothman, and normally I am a field producer for the television program "CBS This Morning." But for the last eleven weeks, and for the next two, I have a different job. I am a full-time father, taking paternity leave with my jewel of a daughter, Hannah. This makes me the luckiest man I know.

I am Hannah's chief babysitter and bath giver, entertainer and audience, diaper changer and dance partner, not to mention chief cook and, yes, bottle washer. As the Peace Corps used to say, it's the toughest job I've ever loved.

My wife Faith and I both wanted to take time off to spend with the baby, and both wanted to return to work. But to make a paternity leave possible required three elements that seem all too rare for America's fathers.

First, the right company policy. At CBS News, a mother or father can take parental leave for up to six months after a child is born or adopted.

Second, the right attitude in the workplace. My supervisors and colleagues have given me nothing but support. . . still no hints that this is going to come back to haunt me.

And third, cash. The leave is unpaid, so it was only possible because Faith and I had already saved enough money to tide us over.

With policy, attitude, and cash on our side, I decided to take three months off: nine weeks of unpaid leave plus four vacation weeks. It began just before my wife returned to work, so that Hannah is under her parents' care for her first six months.

Paternity leaves -- when they happen at all -- tend to last just a week or two. So even Faith figured I'd give up the idea of taking thirteen. But as Leave Day approached, I only became more convinced that it was the right thing to do. It certainly has been, despite a less-than-inspiring start. On my first day of leave, Hannah broke out in a full-body rash. She had a crying jag that could crack pottery. And soon after I served her lunch, she suddenly sent it all back to the chef. But we survived day one, and it's been all uphill from there.

I can tell you without a grain of doubt that my leave has warmed my relationship with my daughter. During much of Faith's leave, I worked long hours on CBS News Gulf War coverage. I would often come home and pick up a smiling baby only to have her stiffen and squall. At first, Faith insisted that it wasn't me -- I was just coming home at a bad time. But the hours changed; the behavior didn't. Faith soon had to admit, "No, Gordon, it's not the timing, it's you." Like a lot of fathers these days, I was playing just a cameo role in my child's world, and she barely knew me.

Things changed dramatically soon after I began staying home with Hannah and learned the fine arts of baby flying, peekaboo, and tickle monster. As the psychologists like to say, we have bonded.

She knows I can meet her needs -- a snack, a change, a cuddle, or just a rest. THAT is what I hope will be the lasting value of this experience -- that long after I've gone back to work, she'll know that BOTH of her parents are there for her, ready, willing and able to support her. And if SHE doesn't know it? Well, I know it.

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So it's given me a great feeling of confidence. But it's also helped define the nature of our family. Child care is so often seen as a woman's duty for which a man sometimes helps out. For us, it is something my wife and I share. Hannah will always be "our" responsibility -- a fact which can't help but make the family stronger.

Nearly everyone -- friends, relatives, co-workers -- has the same reaction to my leave: "Isn't it wonderful!" Except reporters, who say "Isn't it going to hurt your career?" The answer to that is, "I hope and expect that it won't." For now, the most important thing is doing everything I can for Hannah.

I have only two regrets about my leave. I regret that my colleagues have had to work even harder to take up the slack. We've all done it before for mothers on the staff, and I am grateful that they're doing it for me.

My other regret is simply that what I am doing is still so rare.

It is a pity that so few companies offer the opportunity, and a scandal that -- because it's almost always unpaid -- most men can't afford it.

But worst of all is that most of those who DO have the chance don't make the choice. It is a shame that so long after so many career doors started opening to women, this door remains virtually closed to men. To those employees who CAN take paternity leave, I say take it. To those employers who can OFFER paternity leave, I say offer it. It is a marvelous, once-in-a-lifetime experience for the lucky father and, of course, the lucky child.

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Chairwoman. SCHROEDER. Beverly, let's go to you. You have some very exciting things to tell us about the City of Los Angeles Water and Power, and we welcome you.

STATEMENT OF BEVERLY KING, DIRECTOR OF HUMAN RESOURCES, CITY OF LOS ANGELES DEPARTMENT OF WATER AND POWER, LOS ANGELES, CA

Ms. KING. Thank you, thank you very much.

When I received the letter inviting me to Babies and Briefcases, I was struck by the fact that our program really should be called "Babies and Hard Hats."

The City of Los Angeles Department of Water and Power is the largest government-owned utility in the United States. Over half of our employees are skilled craft employees, they work in the field 24 hours a day, serving the citizens of Los Angeles with electricity and water.

They don't work in offices, by and large, to the same extent that other people do, so we come to fathering programs a little bit differently than the traditional kinds of programs that you probably have seen where they exist across the United States, which is not very many places, as you know.

In 1985, we did a survey of our child care needs, and we found that we had lost over $1 million of productivity time in the preceding year. We began to develop programs, and we were struck by the fact that so many of the people who had begun to participate in our programs were fathers, not at all what we expected.

At the present time, we have 11,700 employees and over 3,000 of our employees every year participate in our child care programs. About 1,500 of those are men.

What that means is, men that are employed with us, and 78 percent of our employees are men, have children in our child care centers, they attend classes, especially they attend fathering kinds of classes that are aimed directly at them.

Some of them are quite different, and I want to mention those to you. Maybe they are different because we are different, or maybe they are different because our employees are skilled craft employees, so that the things that you normally see don't really work, but these are the ones that work for us.

We noticed that we had a terrible time getting people out in the field when their partner was about to deliver, so we established a beeper alert program. We call it "Birth Alert," it's one of our most popular programs. We've had about 200 people through that program. What we do is, we provide beepers to people whose partners are about to deliver, or if there is a high-risk pregnancy, or if they have a high-risk child, for example, so that we can get them back onto utility poles and away from conveniently located telephones. We guarantee that they can be reached no matter what, no matter where they are. It works from a productivity standpoint for us, and it works really well for them.

Another program that we have, that probably Hannah is really interested in, is a program for breast feeding coaching. We have breast pumps at 16 sites, and we have a separate coaching program for fathers to help them support breast feeding.

One of the reasons we have that program is because so many of our men are also—have partners that work for Los Angeles. It works for us, it encourages increased participation in the workplace, that means that they have lower absenteeism. Whether the man is helping to take care of the child, or the child is in a child care facility, or the mother is at home, whatever the situation, that is a very highly productive program.

We have an expectant parent program, that program is an eight-week parent program. Over half of the participants are men, and that program has been a well established program for us as well.

We have special events, like fathering fairs, we have contests, games, networking kinds of programs. We also have a voluntary child support payroll deduction plan, which is unusual. What that means is, any person can automatically have child support taken out of their paycheck and sent to whomever they wish as a type of fathering program and support program that has also been utilized to a high degree in our particular company.

I think the most interesting thing that we've found with marketing programs to men, and especially men that are working in field type situations, is that these programs are valuable for them. We do have a family leave policy. Like many other policies, family leave policies' experiences across the United States, they are not highly utilized by men, but we have that program. We have a corporate culture that supports the participation of the father, and we're looking for alternate ways to help shape our corporate culture to find whatever combination of family leave, telecommuting, part-time employment, other kinds of delivery systems will work for us.

In the future, I see that our programs will be multi-ethnic, multicultural, because we are a very diverse community, and we'll continue to have a non-traditional program that will be real successful for us.

Thank you.

Chairwoman SCHROEDER. That is very exciting, and congratulations. It's nice to hear about blue collars too.

[Prepared statement of Beverly King follows:]

PREPARED STATEMENT OF BEVERLY KING, DIRECTOR OF HUMAN RESOURCES, CITY OF LOS ANGELES, DEPARTMENT OF WATER AND POWER, LOS ANGELES, CA

Thank you for the opportunity to present information about the corporate child care services at Los Angeles Department of Water and Power.

First of all, who is Los Angeles Department of Water and Power? We are the utility that serves the City of Los Angeles with power and water. We are the largest government-owned utility in the United States, a Department of the City of Los Angeles.

Our 11,700 employees operate a $3 billion a year utility. Most of our employees (78%) are men and over half are in the field- skilled craft jobs.

When then do we have a large child care program servicing about 3,000 employees each year?

In 1985, LADWP conducted a survey of it's workers which found that over one million dollars had been lost the preceding year in lost productive time due to child care. The resulting child care programs have grown from serving 500 employees the first year in programs matched to the surveys identified needs such as parenting classes, two near-site centers, resource and referral services, child care counseling and sick care for mildly ill children to over 20 modules servicing almost 3,000 employees a year.

To understand why our programs are not just large and multi-faceted but unique, here are a few programs which demonstrate our approach and the results of those programs.

Productivity: Our child care programs, on the average, return $2.50 for every $1.00 invested exclusive of land and construction costs of on-site centers. What that means is that

over $1,000,000 is now recovered annually to our company in direct, easily measured productivity.

For example, the turnover of participants is extremely low - 2% compared to 7% of the average employee. Absenteeism is 20% lower - more for some child care programs. Return from disability leave is unchanged, but family leave is reduced by one month from four months family leave average to three months due to child care programs. Recruitment is enhanced primarily among professional and technical employees especially in shortage areas such as engineering whether or not the recruits have children or not. Moral improvements and stress level reductions were reported, but not measured in these gains in our productivity studies.

What makes our programs unique? Over 40% of our participants are men! Many are not office or professional workers, but are field craft workers. Our fathering program includes eight special programs for fathers including such programs as expectant parent programs for fathers, breast feeding coaching programs, as well as special groups for single parents that are fathers and step parenting from a fathers' prospective.

Our newest component for fathers is a beeper alert program which provides a beeper for fathers who are expecting a child shortly or who have high risk children such as preemies, or whose partner has experienced a difficult pregnancy. Currently, over 60 men are part of the beeper program and close to 200 men have been serviced this year with this program.

The lactation program or on-site nursing pump program is another program that has been extremely successful at the

Department of Water and Power. Currently, breast pumps are in 16 sites as well as pumps that are available for employees that are traveling on Department business, and who must be in field locations away from our normal breast pump site. Breast feeding coaching programs for men are extremely popular and over 70 men have participated in the last year.

Our productivity study shows that these programs are valued by the men who participate, and in a company where it is not unusual for both partners to work for the Department of Water and Power, a double benefit to the company is gained.

Breast feeding programs return an employee to the workplace sooner (one month), and in addition, improve the absenteeism of a new mother significantly due to reduced illness on the part of a child who is breast fed.

Family leave programs are a negotiated right for all employees and employees must be granted an unpaid leave of up to four months with rights to return to their former position. Family leaves of up to one year have been optional for both men and women for over 30 years at the DWP. While men have always had these leaves, they have utilized them in very low numbers preferring instead to utilize other options such as flex time to spend additional time with their children.

Our expectant parents program has been extensive serving approximately 200 families a year during the current baby boom which DWP is experiencing.

Part of our child care services staff includes an OB-Gyn nurse practitioner who specializes in these programs which has been

valuable for both men and women participants. Over half the participants in this program are men.

What is next? The special programs that I have discussed form a base for future utilization of child care programs within DWP. New service programs are aimed at adoptive parents, stepparents, grandparents, and domestic partnership families.

Institutionalization of work family programs into the corporate strategic planning process has occurred and it is anticipated that further development of these programs will continue as an integral part of our corporate structure.

DWP
Child Care Plan

•1985 - Assessment of Needs	$1,000,000 lost in salaries and benefits due to child care issues
•1987 - Pilot Child Care Program	5 components 2 Near-Site Centers 534 users
•1989 - Evaluation (2,000 participants)	20% of employees reduced turnover - 7% to 2% 20% less absenteeism increased job productivity
•1990 - DWP Child Care Services Program	20 program components 3 near-site centers 2 on-site centers 2,936 participants

DWP Child Care Services
1989 Pilot Program Evaluation

Child Care Plan's Effect on Work Operations

- Turnover is 5% lower than the turnover of the DWP workforce as a whole.
- 140 fewer hours of work per year were missed during the pilot period than in the year prior to the pilot period - estimated 20% savings over non-participants.
- Returned to work 1 month earlier - saved 175 months.
- 71% of nursing mothers had less time off than expected.
- Difficulty with concentrating on the job reduced by 53%.
- Degree of difficulty with returning to work after birth of child reduced by 46%.
- Stress reduced by 45%.

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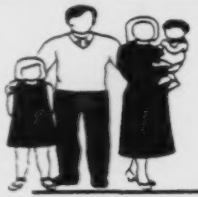
DWP Child Care Services
1989 Pilot Program Evaluation

Child Care Services User Demographic Profile*

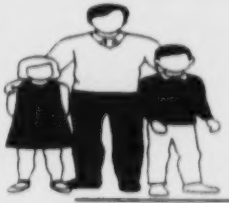
HIGHLIGHTS

- 41% of participants are male
- Ethnic backgrounds are almost equally divided among white, hispanic, black and asian.
- One third are low income - less than $30,000/year
- Most participants are parents of very young children (under 2 years): 43% have children under 2 years old; 35% have children ages 6-12.
- 47% are professional - 36% administrative support



DWP
Child Care Services

- On-site Centers
- Reduced-Cost Near-Site Child Care Centers
- Child Care Referral Service
- Parenting Classes/Workshops
- Parent Resource Library
- Parent Support Groups
- Child Care Counselor
- Family Leave Policy
- Fathering Program
- Family Warm Line
- Lactation Program
- Adoption Assistance
- Beeper Program - Family Emergencies
- Newsletter - Parents At Work
- Dependent Care Spending Account
- Parenting Fair
- Expectant Parent Services
  - Lamaze Classes
  - Infant CPR
  - Baby Safe Home
  - Pregnancy Counseling
  - Pregnancy Workshops

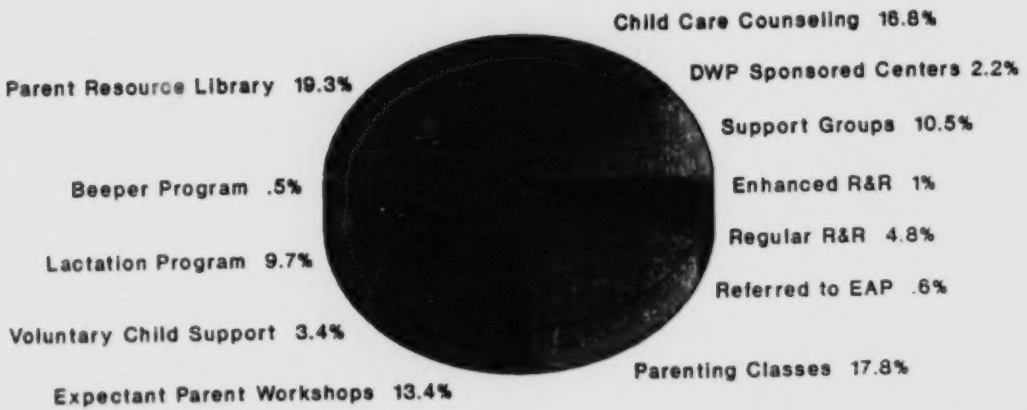


DWP
Fathering Program

- **Birth-Alert Program**
  Beepers on loan to expecting DWP dads
- **Quarterly Dad & Child Activity Program**
  Children's Museum — Reservoir Tour
  Sports Events — Theatre
- **DWP Father Mentorship Program**
  A peer support program for fathers
- **"Fathering in the 90's": Information Sessions for Today's Dads**
  Workshops geared toward promoting fathering in the 90's, including topics dealing with stepfathers and single fathers
- **Breastfeeding Class**
  Teaches dads how to coach and support their partners for successful nursing
- **"Dad's Department" Resource Library**
  Books, Video and audio tapes addressing fathering issues
- **Paternity Leave Policy**
- **Voluntary Child Support Deductions**
  Facilitates child support payments through direct salary deduction
- **Tips for Dads**
  Special information in the parenting newsletter

DWP Child Care Services

1990 Utilization - Program Component Breakdown



Chairwoman SCHROEDER. Our next witness is no stranger to the committee, who has been out there working on the Fatherhood Project for a long time. We thank you for all your hard work.

I was at a Fatherhood class this weekend in Denver, in which there were 40 fathers, and I asked how many of them knew their father, and only three hands went up. So, you begin to see some of the problems we have in the urban core, and I really thank you for being out there talking about how important fatherhood is, because I don't think they'd be in this course if they didn't think it was important and they wanted to learn to break the cycle.

So, I thank you, and I salute you for your work, and yield the floor.

STATEMENT OF JAMES A. LEVINE, DIRECTOR, THE FATHERHOOD PROJECT, FAMILIES AND WORK INSTITUTE, NEW YORK, NY

Mr. LEVINE. Thank you, Congresswoman Schroeder, for this opportunity to talk at this important and precedent-setting hearing. I'm especially delighted to be joined today by my 16-year-old son, Joshua, right here behind me.

I speak as Director of the Fatherhood Project, which is the only long-term research effort in this country focused specifically on looking at fatherhood and social change. We have a dual focus. We've been looking at working fathers in corporate America and, more recently, at low-income fathers, and father involvement in Head Start and other early childhood programs, trying to figure out how to make parent involvement, which is the hallmark of Head Start, the involvement of dad and not just mom.

Today, I'd like to focus on working fathers in corporate America and share with you just a couple of our key findings. First, I'd like to administer, if you don't mind, a brief test. You've all heard of the Scholastic Aptitude Test, the SAT, I'd like to challenge you to take the WAT, the Workforce 2000 Aptitude Test.

Now, usually I administer this in corporate rooms with a slide show, as part of a seminar or speeches that I do on what I call "daddy stress." The layout of this room made it impossible for members of Congress and the audience to see the slide show simultaneously, so I'm going to ask you all to pretend that you are looking at a set of 20 color slides of the workforce in the year 2000, and tell me what types of workers you see.

Now, typically, when I do this before human resource executives, fairly sophisticated people throughout the country, I get the following sorts of answers after showing a set of slides in which 50 percent of the slides are of men. I hear, I see minorities, I see women, I see Blacks, I see seniors—that's because I include a slide of Arnold Palmer—I see Hispanics, I see working mothers, I see Asians. Nobody ever mentions fathers, even though 50 percent of the slides are of men. Working fathers in corporate America are largely invisible. Think of it this way, we have no category in our language for working father. Working mother means conflict. Working father is a redundancy, men work, that's what they are supposed to do, that's all there is to it. Somebody else is caring for, worrying about the children.

Our research shows that's not so, that the work family conflict among men is significant, and it's real, albeit invisible, that more and more fathers today are caught between a new set of expectations about what it means to be a father and an old set of rules about yesterday'ε workplace.

The level of stress among working fathers has increased sixfold in the last decade alone. Men are struggling, often silently, with the conflict between responsibilities at home and responsibilities at the workplace.

They don't talk about it much, but I'd like to share with you a little bit of what I see as the "invisible dilemma," some of the strategies and tactics that men use because corporate culture doesn't support their responsibilities as fathers.

One is what I call the "avoid the supervisor tactic." That's the guy who sneaks out the back door to the parking lot to his car at 5:00 or 5:00 to run off to day care, because he doesn't want to be seen by his supervisor. It's the man who leaves ten minutes after his supervisor, so as not to appear uncommitted, even though he's taking home two hours of work that evening.

There's the "another meeting ploy." I can't tell you how sacred meetings are in corporate America, and how many men have told me that if they have to get home what they do is they say, "I have another meeting," and just don't say it's another meeting with their family.

The third strategy is what I call the "super dad strategy," something quite familiar to working moms throughout America. This is the increasing number of guys who are getting up very early, getting to work by 7:00, 8:00 at the latest, staying until 6:00, working ten or 11 hours a day, rushing home in order to be with their kids for suppertime or bedtime. These are men who are caught between often policies that are allegedly supportive of fatherhood and corporate cultures that are not.

All of these examples are taken, by the way, from rather "family friendly" companies, but in the most extreme case I recently encountered, a supervisor at a leading company that's written up about all the time for its "family friendly," policies which had implemented a paternity leave policy, and this manager was saying, somewhat embarrassingly, how a man had come to him to ask to take parental leave, and he cautioned him not to do it. He said, "Bob, even though we've got this policy, I think you should use vacation days. This is going to set a bad precedent. This is going to make it look bad for your career."

The man went ahead and took leave and, in fact, set a precedent which has now been followed in that company, but even in a company that has an explicit policy that's been written about all over the place, we still find this residue of a corporate culture which works against men taking it.

This is not just a phenomena for middle-class, or managerial-class dads. We are finding these sorts of issues among blue collar and lower-income men throughout America.

What can we do about it? Three things, let me say here. One is to create a policy context of support. Support of the federally mandated Family and Medical Care Leave would be a step in the right direction. A ground-breaking research report issued three weeks

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ago by the Families and Work Institute indicates that mandated leave in four states does not produce significantly higher costs or disrupt business active, and, in fact, leaves fathers to participate more in leave.

Second, we must realize that the issue is broader than parental leave, that the challenge facing us is really to create a flexible workplace, and the sort of corporate culture that Beverly King was talking about that sees working fathers and not just working mothers.

Third, and I think this hearing today is a step in the right direction, is to make this issue visible, to make fathers at the workplace visible as an issue of corporate policy and broader social policy. Why should we do this? Because, unless we put men back into the work family equation, we'll perpetuate the current pattern in which men are handicapped by feeling they can't risk more involvement in family life, and women are double handicapped, feeling they have to do it all, and being taken less seriously because of their family responsibilities.

Let me ask you to pretend that I'm running that slide show again, showing Workforce 2000. I would hope that after this hearing, anybody looking at Workforce 2000 would see a workforce that has, yes, minorities, women, Blacks, working mothers, Asians, Hispanics, and working fathers.

Thank you.

Chairwoman SCHROEDER. Thank you very much. We really appreciate that.

[Prepared statement of James A. Levine follows:]

PREPARED STATEMENT OF JAMES A. LEVINE, DIRECTOR, THE FATHERHOOD PROJECT, FAMILES AND WORK INSTITUTE, NEW YORK, NY

The Invisible Dilemma:
Working Fathers in Corporate America

Thank you, Chairwoman Schroeder, for inviting me to testify at this important and precedent-setting hearing.

I speak as Director of The Fatherhood Project at the Families and Work Institute in New York City, a national non-profit research and planning organization dedicated to finding ways to meet the changing needs of America's families and the continuing need for productivity in an increasingly competitive global economy.

The Fatherhood Project is the only longterm research effort in this country focused specifically on fatherhood and social change. For over ten years, thanks to the support of some of the nation's leading foundations, we have been examining the future of fatherhood and ways to support men's involvement in childrearing. We operate a national clearinghouse on all aspects of fatherhood, have sponsored a series of Fatherhood Forums in major American cities, and have published *Fatherhood U.S.A.: The First National Guide to Programs, Services, and Resources for and about Fathers.*

Our current work includes an investigation of "Men and the Work/Family Dilemma" in corporate America and, at the other end of the economic spectrum, a study of low-income fathers. In particular we are looking at "Father Involvement in Head Start and Other Early Childhood Programs," trying to identify successful models and strategies for insuring that "parent involvement," the hallmark of Head Start, means dads as well as moms.

In the five minutes allotted to me today, I will focus on fathers and the workplace, briefly summarizing some of our key findings.

First, let me ask you to take a brief test, what I call the WAT. You've all heard of the SAT, I'm sure, the Scholastic Aptitude Test. The WAT is the Workforce 2000 Aptitude Test. These days you can hardly attend a business conference or read a business magazine without picking up concern about our significantly changing demographics. Well, the WAT is designed to test how attuned you really are to the workforce of the future.

I usually administer the WAT in corporate settings with a set of slides as part of the speeches and seminars I give on what I call DaddyStress™. This setting would not allow members of Congress as well as the audience to see the slides, so I am going to ask you all to pretend that you have just seen 20 color slides (5 points for each correct answer!) of America's future workforce.

What did you see? What different types of workers will we increasingly have in our offices and factories?

When I do this exercise in corporate settings, with audiences including people in important human resource planning positions, I typically get the following answers: "Minorities ... women ... blacks ...seniors (that's because I include a slide of Arnold Palmer)....working mothers .... Hispanics .... Asians . ... minorities ... women."

Even though 50 percent of the slides portray men, nobody ever mentions men and, more specifically, nobody ever mentions fathers. The big story in corporate America these days is the diversity of our future workforce -- how are we are going to prepare for and assimilate their different needs? But working fathers are invisible.

Put simply, we do not have a category in our language yet to think about "working fathers" as a group that could have distinct needs. "Working mother" means conflict: if a mother is working outside the home, who is

caring for the children? "Working father" is a redundancy: men work, simple as that. Somebody else is caring for and worrying about the children.

Not so.

Our research shows that fathers are increasingly experiencing conflicts similar to mothers. Men are caught between today's different set of expectations about what it means to be a father, and yesterday's workplace -- which assumes that women, and women alone, will or should be caring for the children.

Over the last decade, the number of men reporting a significant conflict between work and family life has increased sixfold, from 12 percent in 1977 to 72 percent in 1989.

Moreso than is commonly or publicly realized, men are struggling with this issue too. But they often hide it or disguise it or are reluctant to speak up about it because, in our society, men are not supposed to feel these sorts of conflicts.

Let me try to make visible to you what I call the "invisible dilemma," the struggles men feel between their commitments to family and work. Let me reveal just a few of the tactics men use to be with their families because they don't feel the workplace is father-friendly.

First, there's the "avoid the supervisor ploy." That's the man who parks in the back lot so that at 5:30, when he has to dash to the day care center, he won't have to walk in front of his supervisor. And it's the man who leaves fifteen minutes after his boss so as not to appear uncommitted -- even though he is still taking two hours of paperwork home.

Second, there's the "another meeting ploy." Meetings are so important in most companies that the only way some men feel they can

break away from work, even at 6 p.m. is by saying "I've got another meeting." As one man said to me, "I never say that it's a meeting with my family."

Third, there's the "superdad ploy." Those are the guys who are trying to give everything they can at work and still get home for their families. They'll arrrive at 8 or even 7 a.m. and leave at 5 or 6 p.m., putting in 10 or 11 hours with no lunch, and still they're often criticized for "leaving early."

These examples are all taken from companies that would probably be considered rather "family friendly," companies with progressive policies on the books. But policy is one thing; having a corporate culture that enables men to take advantage of those policies -- or to even feel comfortable about their reponsibilities as employees and as parents -- is another.

In case it's not already clear, let me drive home my point with one last example reported with some embarrassment by a manager at a very progressive company. When an expectant father came to make plans for using the company's new parental leave policy -- widely praised in the business press -- the manager said: "Bob, let me speak to you as a friend, not as a boss. I know you're entitled to parental leave. But take vacation days instead. If you take a leave, you'll be branded around here forever as uncommitted."

I could go on at great length with story after story about "men at work." One of the startling things about our research is just how many men want to talk to us. When we schedule focus groups at companies, they often have to add focus groups; men are delighted that, finally, somebody want to talk to them, to hear about their difficulties in balancing work and family.

And it is not just middle class or managerial men. Even if they don't boast about it, there are blue collar workers laying cable and pipe all over

America who need to dash home to feed and bathe the kids because their wives are going off to their evening jobs at the 7-11.

What can we do to begin making workplace policy and culture more family-friendly for fathers?

First, we can create a policy context of support. Passage of federally mandated leave through the Family and Medical Care Leave Act would be one step in the right direction. And, our research suggests that it would be a benefit to fathers. Three weeks ago the Families and Work Institute released a groundbreaking non-partisan study, "Beyond the Parental Leave Debate," that examined the impact of mandated parental leave in four states. Among its findings were that the majority of employers did not incur substantial costs or disruptions and that more fathers took time off.

Second, we must recognize that family leave is just a beginning. The broader challenge facing America is how to create a more flexible workplace, one that will allow us to respond to the needs of mothers and fathers and, in doing so, enable us to be more competitive.

Third, we must do exactly what this hearing has been called to do. As a nation we must reframe our discussion of the workplace of the future and of family-friendliness so that it includes fathers. We must make visible what is now the "invisible dilemma" of the working father.

Unless we consider the needs of working fathers in our human resource planning we will not truly be ready for the diversity. And unless we include men in the work-family equation, we will perpetuate the current pattern in which men are handicapped by feeling they can't risk more involvement in family life, and women are doubly handicapped: feeling they have to "do it all" and being taken less seriously because of their family responsibilities.

Chairwoman Schroeder, members of Congress, pretend that I am running my slide show again. Take a look at those workers who will comprise Workforce 2000. I trust that this time there is no doubt in your mind that it is made up of blacks and women and Hispanics and seniors and working mothers and Asians -- and working fathers.

Chairwoman SCHROEDER. Lynn O'Rourke Hayes, we are very happy to have you as the author of *The Best Jobs in America for Parents*, so we are all waiting to find out what's going on and where we should go apply. The floor is yours.

STATEMENT OF LYNN O'ROURKE HAYES, CO-AUTHOR, "THE BEST JOBS IN AMERICA FOR PARENTS," CHEVY CHASE, MD

Ms. HAYES. It's a pleasure for me to be here, and I commend the committee for holding this hearing. I'm only sorry that my three sons were otherwise engaged this morning, so I couldn't bring them, but I did bring my brother, Michael O'Rourke, who is here, and he is a working father who took time off this morning to learn a little bit more about opportunities that might be out there for him.

I am the co-author of *The Best Jobs in America for Parents*, and I'm also the veteran of several flexible jobs. I've had the good fortune, as my family developed, to work at a director-level job sharing experience, I worked four days as a Vice President, and I currently work about half time as Assistant to the President of Choice Hotels International, and mostly at home, and I think my personal experience has led me to have a lot of interesting experiences, and also be able to share those with many of the fathers who are really struggling at the workplace.

In recent weeks, the press has been full of reports about how Americans are really aching for more time with their family, and a rejection of the materialism of the '80s.

But, meanwhile, it's also been reported that the number one health problem for women is stress, and the number one cause of that stress is the act of balancing work and family.

Now, obviously, from the slant of today's hearing, we know that this is not only a woman's issue, or only a personal one, or only a family issue. This problem of burnout, high stress, trying too hard to have it all—to balance the extreme demands of combining career with children, has become a pressing social issue and most definitely a business issue.

Well, fortunately, there are a handful of smart companies that are starting to do something about it. While there a few exceptions, the most overwhelming reason these companies are making these changes is because it makes good business sense to do it.

What is involved is a slew of benefit programs, some of which we are hearing about this morning, that are designed to help parents better balance the home/work equation. And, while the range of programs includes adoption assistance, elder care programs, and other programs that are also very important, I want to focus this morning on workplace flexibility.

In the course of the research for *The Best Jobs in America for Parents*, which does zero in on flexibility in the workplace, my co-author and I spoke with hundreds of fathers and mothers who were struggling with the intellectual, emotional and, in most cases, economic issues that surround this issue.

Most of the people we spoke with were not unhappy with their full-time jobs. It was not the job they had a problem with. In many cases, they were deeply, deeply unhappy about the amount of time

they had left in their lives for their most precious commodity, their children.

A University of Maryland study reports that parents have been spending, on average, only about 17 hours per week with their children, and now that's not surprising given that nearly 40 percent of the labor force now consists of two-income households, where no parent is home to meet the repairman, let alone the children when they come home from school.

I truly believe that flexibility in the workplace can offer parents at least partial relief from the overwhelming strain of trying to balance too much with too few resources.

It's difficult to come up with very much hard data, and that's largely because things are changing in the workplace so quickly. New programs come about daily, but some estimates are that 20 percent of all workers have some kind of flexible hours. A recent Conference Board study indicates that 50 percent of large companies, and 30 percent of small companies, have flextime in place. Job sharing and telecommuting, according to this particular study, seem to be a little less prevalent.

Whether they are officially sanctioned by the human resources department or are negotiated individually between an employee and his or her individual manager, we know through our own research for the book, and by that of other companies like Johnson and Johnson, American Express and DuPont, who are leaders in this field, that flexibility and, perhaps, not child care in the workplace, ranks high, if not first, on the employees' wish list.

There are other studies that indicate this as well. A study by Robert Half International indicated that eight of ten American men and women would be willing to sacrifice "rapid career growth" to spend more time with their families. In fact, 75 percent of the men opted for a slower career path, where they could set their own even full-time hours so that they could spend more time with their families.

A nationwide Washington Post/ABC News poll found that more than half of the working mothers and 43 percent of the working fathers had cut back on their hours in order to be with their children.

What are we talking about when we talk about flexibility? We are talking about things like job sharing, where two people split a job; compressed work weeks; extended work weeks; flexible schedules; flextime; part-time work; and, what we often refer to in our book as "shortened hours" or "shortened work weeks." There seems to be a stigma attached to the concept of a part-time worker. As a result, we talk a lot about shortened hours, which can mean anything from 15 minutes less in your work day to several hours. There's also staggered hours, or telecommuting, sometimes called "flex employees."

Significantly, some forms of flexibility offer relief to the many, many families who are, in fact, dependent on two incomes, by employing shortened hours, or telecommuting, or flextime, parents can keep their careers on track, keep that all-important income steady, and still carve out more time to be together, because the extra benefit is this, that even with more time with even one

parent, that means less time spent in day care and away from one of their parents.

So, what do the companies that have been progressive, like Steelcase, Aetna, Salt River Project and U.S. West stand to gain from providing a flexible workplace? Well, more and more, they are starting to get results in this area.

One is something that our previous witness spoke about. The demographic dilemma shows that the labor pool will be diminishing and companies with the best policies will be able to attract and then retain the brightest employees. They are seeing that they are reducing their employee replacement costs. They are definitely seeing increased productivity. Companies are getting more loyalty from these employees who have these flexible options. They are experiencing reduced absenteeism. They see reduced turnover. They've enjoyed added recruitment power. Companies like IBM, Proctor and Gamble and Steelcase all reported that their commitment to work/family issues has definitely been a strong bargaining chip in their recruitment efforts.

They are also seeing improved morale. Employees who have a chance to spend a little more time with their families are very grateful and return to their job a little bit more ready to put in the hours that they need to.

It's important to note that few companies have all these policies in place. Many have none, and others only have a few. The most common approach has been to experiment with some of the options, and then move slowly toward expanding a grander program.

Two, there are scores of individual arrangements, I know of several even here on Capitol Hill, that may allude any formal study, they don't show up on the official tallies, but they are here and they are working well.

The important thing for us to note is that change is underway, and the individuals, and the company leaders, and certainly those here on the Hill who have bravely taken these first steps, deserve our gratitude, and, more importantly, our continued encouragement.

In the course of our research, we observed a couple of other things I want to mention briefly. One is that the attitude of individual managers, one very important element of the corporate culture, has everything to do with the success of flexibility in the workplace. One example we encountered was in a bank where two departments were doing effectively the same work, and in one case the manager said that the course of their work did not lend itself to flexibility, and in another department that was very similar, job sharers were performing those same functions beautifully. The only difference was a difference in attitude.

The other thing we noticed was that success is often dependent on a single individual, who is the champion of that kind of innovation. One person can make a difference in creating a good path for the people who come along.

And, what about specifically about fathers? It's interesting to me that fathers, both new and old, are often the gate keepers to flexibility, and with more management men either seeing their daughters and their sons struggling to balance all of this, or they are part of a two-career family themselves, it's more possible that we

will now see them saying yes to flexibility and no to the power hours of the '80s.

Younger men, too, it seems have a few words to say to their elders in the workplace, that they, too, are really suffering from the stresses of working parenthood. And, it appears that the younger the man, the more vocal they sometimes become, scaling back hours and taking a maternity leave, or refusing to travel have historically not been steps on the fast track, but more and more these men are willing to put their careers, perhaps, somewhat on the back burner, and the health and happiness of their families and themselves ahead of their careers, and they are willing to risk the "wimp factor."

What we are talking about here is not necessarily providing a mommy track or a daddy track, but about providing a workplace that is importantly in support of the American family.

Thank you.

[Prepared statement of Lynn O'Rourke Hayes follows:]

PREPARED STATEMENT OF LYNN O'ROURKE HAYES, CO-AUTHOR, "THE BEST JOBS IN AMERICA FOR PARENTS," CHEVY CHASE, MD

Good morning Madame Chairman, distinguished members of the committee and guests.

My name is Lynn O'Rourke Hayes. I am co-author of The Best Jobs of America for Parents and a veteran of several flexible jobs. Because I have had the good fortune to work for an innovative employer, Choice Hotels International, as my family responsibilities have evolved, so have my jobs. I have shared a director level job, worked four days a week as a vice president and currently serve as Assistant to the President of Choice, working about half time and mostly at home; I am the mother of three sons.

I am grateful to the committee for bringing this important matter to the forefront and I look forward to your complete findings.

In recent weeks, the press has been full of reports that Americans are aching for a return to basic values, the simple life, more time with family and a rejection of the materialism of the eighties.

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Meanwhile, it has been reported that the number one health problem for women is stress and the number one cause of that stress is the act of balancing work and family.

As is evidenced by the slant of today's hearing, we know that this is not only a woman's issue. Nor is it only a personal issue. Or only a family issue.

This problem of burnout, high stress, trying too hard to have it all -- to balance the extreme demands of combining a career with children, has become pressing social issue and most definitely a business issue.

And rather than put their heads in the sand, a handful of smart companies are beginning to do something about it.

While there are a few exceptions, the most overwhelming reason companies are facilitating change is simple: it makes good business sense to do it.

What has evolved is A slew of benefit programs designed to help parents better balance the home/work equation. While the range of programs includes adoption assistance, elder care programs, child care subsidies and referral services, today I am here to focus on workplace flexibility.

In the course of the research for The Best Jobs In America For Parents, which zeroes in on flexibility in the workplace, my co-author and I spoke with hundreds of parents who were struggling with the intellectual, emotional and in most cases economic issues that surround the balance of work and family. Most were not unhappy with the full time jobs they had. They were simply unhappy, and in so many cases, deeply unhappy, about the amount of time left in their lives for their most precious commodity: their children.

A University of Maryland study reports that parents have been spending on average only about 17 hours per week with their children. That's not surprising given that nearly 40 percent of the labor force now consists of two income households where no parent is home to meet the repairman not to mention the kids coming home from school.

I believe that flexibility in the workplace can offer parents at least partial relief from the overwhelming strain of trying to balance too much with too few resources.

While hard data is difficult to come by, largely because changes are coming about so quickly, one estimate indicates that

20 percent of workers have flexible hours in some form. A recent Conference Board study indicates that 50 percent of large companies and 30 percent of small companies have flextime. Job sharing and telecommuting, according to this study, are less prevalent.

Whether they are officially sanctioned by the human resources department or are negotiated individually between an employee and his or her manager, we do know through our own research and that of companies like Johnson and Johnson, American Express and DuPont, that flexibility in the workplace ranks high, if not first, on the employee wish list.

A study by executive recruiters Robert Half International was particularly striking. They found that eight of ten American men and women would be willing to sacrifice "rapid career growth" to spend more time with their families. In fact 75 percent of the men opted for a slower career path where they could set their own full-time hours and spend more time with their families.

A nationwide Washington Post/ABC News poll found that more than half of the working mothers surveyed and 43 percent of the working fathers had cut back on their hours in order to be with their children.

So just what do we mean by flexibility?

o Job sharing, where two people split the responsibilities of one job.

o Compressed work weeks, where an employee does a full time or 40 hour a week job in less than five days.

o Extended work weeks, where, for example, a six-day week is comprised of shorter workdays.

o Flexible schedules, tailoring the jobs hours to meet the specific needs of the individual.

o Flextime, allowing the employee to vary their starting and quitting times while still working a standard day.

o Part-time, a schedule of 30 or fewer hours a week.

o Shortened hours or shortened work weeks. We found that there was somewhat of a stigma attached to the concept of "part-time". As a result we refer throughout our book to shortened hours which may mean anything from 15 minutes less each day to several fewer hours a week.

o They are reducing their employee replacement costs. As the labor pool shrinks, the cost of replacing experienced and skilled employees will rise. Some analysts place the cost as high as one and a half times an employee's annual salary. That's in addition to whatever investments the company may have made in that person during their employment.

o Increased productivity. People in less than full time jobs- particularly the growing number of professionals- report that they are working smarter rather than longer. With fewer hours to get the job done, there is less time spent on casual conversation and nonessential activities. Further, these employees report to work fresh and relieved of some of their previous conflicts over balancing home and work.

o Companies are getting more loyalty from their employees . Many parents we interviewed for The best jobs In America for Parents, reported a renewed sense of loyalty to the employer who provided a flexible work option for them. What may seem like a small alteration to an employer can mean a lot to a parent juggling schedules. For example, a shift in work hours of a mere 30 minutes can eliminate the need for before school care.

o Reduced absenteeism. Doctors visits, school conferences and other personal appointments can be handled during time off rather than squeezed or snuck in during work hours.

o Reduced turnover. Many parents on flexible schedules we interviewed, as well as others who participated in other studies plan to return to work full-time when the demands of raising children lessens. Meanwhile, many mothers facing the end of maternity leave said they would not have returned to work had they not had a reduced schedule.

o Added recruitment power. Companies like IBM, Proctor and Gamble and Steelcase reported to us that their commitment to work and family issues is a strong bargaining chip in their recruitment efforts.

o Improved morale. While it is very difficult to quantify, many of the flexible job holders we interviewed reported an increased sense of well being on the job and at home. Approximately 70 percent of those who participated in a Catalyst study reported better morale after switching to more flexible arrangements.

It is important to note that few companies have all these policies in place. Many have none. Others have only a few. The most common approach among the leading companies has been to experiment with one -- child care or flexible hours -- for

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example, and to move slowly toward expanding the program. Too, there are scores of individual arrangements that elude any formal study, that do not show up in the official tallies. Nevertheless, the important thing is that change is underway. And those individuals and company leaders who have bravely taken these first steps deserve our gratitude and continued encouragement.

It was our observation that the attitude of managers, one element of the corporate culture, had everything to do with the success of flexibility in the workplace. In one instance, we encountered two bank departments performing the same function. One group argued that the nature of their work made it simply impossible to employ flexibility. In the other similar setting, a pair of job sharers performed the same functions beautifully. The only difference was attitude.

Often success is dependent on a single individual or a champion of such innovation. At Choice Hotels International, the world's largest franchise hotel chain, my boss and company president Jerry Petitt has made it clear to corporate employees that families do matter. He doesn't hesitate to leave early to take one of his three sons to the doctor's or to attend a sporting event. He was an early advocate of job sharing and has

repeatedly created innovative alternatives for parents struggling to keep all the balls in the air. His personal attitude and example has created a culture conducive to a variety of creative and family-friendly employee programs throughout the international company.

What about fathers?

Interestingly, fathers, new and old, are often the gatekeepers to flexibility. And with more management men empathizing with the struggles of their sons or daughters or more likely, experiencing their own two-career-chaos, the chances of them saying "yes" to more flexibility and "no" to power hours is increasing.

Younger men, it seems, have a few words to say to their elders in the workplace. They, too, need relief from the stresses of working parenthood. And it appears, the younger the man, the more vocal. While scaling back hours, taking a paternity leave or refusing to travel have hardly been viewed as steps on the fast track, more and more men are putting the health and happiness of their families and themselves ahead of their careers. They are willing to risk the "wimp factor."

What we are talking about here is not about providing a mommy track or a daddy track, but about providing a workplace that is in support of the American family. When more of corporate America recognizes that today's workforce is raising the workforce of tomorrow, that a happy, fulfilled employee is also a productive one, that employees with children are parents first and employees second, then we will have created something of which we can all be proud.

Thank you very much.

Chairwoman SCHROEDER. Well, I want to thank our panel. I think it's a very diversified panel, and we really appreciate what you brought to this whole thing.

Beverly, how did you get the City of Los Angeles to be so progressive? I mean, that's an amazing program that you've put together.

Ms. KING. I think the way we did it is by showing the productivity improvement, the loss due to productivity, losses due to family care, and then developing programs and measuring the improvements.

We take note when we notice that we've lost $1 million in a preceding year, and, of course, those dollars are old now, they were 1985 dollars, and we can document very clearly substantial improvements, and those improvements are over $1 million.

Basically, we can show about a $2.50 return for every dollar we put into child care kinds of programs. That's a significant improvement for us, and we like to see those kinds of dollars.

Chairwoman SCHROEDER. It's amazing to me that that word doesn't get out more, because I think the common wisdom is that those programs are nice frills, but they don't pay back. So, I think that you are saying they do pay back, and you can document it.

Ms. KING. I'm saying that they do pay back, and the documentation is not difficult at all.

For example, our turnover is seven percent, but the turnover of people that participate in those programs is two percent. They don't leave.

In addition to that, one of the other witnesses mentioned the importance of recruitment, and recruitment, especially in labor shortage areas, is important whether you are talking about recruiting engineers or you are talking about skilled craft employees that are hard to replace as well.

We find that in a tight labor market, where we are recruiting, that the existence of family care programs is a significant contributor to their decision to come work for us, whether or not they have children. And, that is because they realize that they will have children, and the chances are they will for the greatest number of the people, and also it says something about the employer, that it's a caring employer, and that it's a company that they want to work for. So, they make a decision for us, and we're pleased with that.

Chairwoman SCHROEDER. Gordon Rothman, obviously, you and Hannah get along very well. I should take mothering classes from you, mine were never quite that good that long.

But, CBS, I'm very impressed, you are saying really there was no pressure, that you really felt that you were perfectly free to take this, and that you won't be labeled with a "wimp image" or whatever that Ms. Hayes was talking about. I think that's wonderful, I mean, you totally feel free to say that.

Mr. ROTHMAN. I do. I can't speak for every unit at the organization, but I can speak for ours, I can speak for the people for whom I work. I felt that, yes, my absence is going to cause other people to have to do more work to make up for my absence. It's not free, it's not easy, but it is something that our organization, CBS This Morning, has traditionally done. We've had any number of female colleagues who have taken maternity leave, and the rest of us hunkered down, worked that much harder to take up the slack.

I am unaware of anyone who has taken this substantial a paternity leave. Typically, a father will take a couple of weeks when the child is born. But, I have had no indication that my situation is considered any differently from the situations of the women who have taken maternity leave.

Chairwoman SCHROEDER. Well, we think real men take paternity leave, so we are very pleased that you did that, and I can tell from the interrelationship, it's more precious than gold. I mean, she has got a buddy, you are right, and she knows it.

Jim, you are there, and you have your 16-year old who doesn't sit on your lap anymore, but I remember when you had the 16-year old here as a much younger person. You have been a role model for fathers for an awfully long time, and I now hear pediatricians who are talking about they can honest to goodness test the difference between children who have had involvement with their fathers and those who haven't, that there's a difference in IQs, and a difference in sense of humor, self-worth, the whole thing. Have you seen any of those studies?

Mr. LEVINE. Yes. I think you are going to be hearing about that, actually, in the second panel. There's quite a lot of evidence that I think Norma Radin and others will be talking about.

What I might emphasize, rather than that, is, what I'm seeing is the extent to which men are really coming forward and saying, hey, what about my needs? We found in our research, and also the seminars, we'd show up to do focus groups, a fascinating thing has happened, we go to a company expecting to run a group with one group of ten to 15 men, and the company will say, you know, we put the word out, so many men want to be part of this research, or want to be part of this seminar, want to be talked to. It's like, this is the first time anybody has said to them, what are your issues, what are your needs?

And, again, it's part of this invisible latent phenomena, we don't ask, and the men don't talk very easily about these issues, but given the opportunity, and when the company sanctions it and says, spend two hours of company time talking to this guy once and just find out if you have work/family issues. It's amazing how many men show up and the extent to which the problems are similar to the problems of working mothers.

So, we've got, I think, the big news is that something very real is going on throughout America from corporate offices to blue collar workers, and I think it's here to stay, and as a society we better pay attention and start doing something about it.

Chairwoman SCHROEDER. Thank you for making it more visible. That's very helpful.

Ms. Hayes, one of the problems we often hear from part-time workers, we're beginning to hear from people who thought if they moved to part time they would have more flexibility, there are some who have found that their employers really are expecting them to work full time with part-time pay, and they are saying, well, because you are not full-time, and you have this flexibility, you pay a very heavy cost in salary, et cetera. How do we make sure employers don't abuse this, or don't abuse parents' wishes to have that flexibility?

Ms. HAYES. Well, one of the things that—we did find a little bit of that, particularly, in the early stages of flexible arrangements, but the advice I can give to both employers and employees is to have as much of that prearranged, when you put together your proposal to work part time, you know, put it on paper and have both parties sign it so it's clear, I will work this number of hours, and my compensation will be this, and make sure that your colleagues understand what your working arrangement is.

One of the examples we use is, if a part-time person is expected to come in on his or her day off, it's the same as asking a full-time person to work weekends, and if you can put it in terms that make sense to the other person, sometimes that helps.

I think the longer the programs are in place, the less often you see that kind of abuse.

Chairwoman SCHROEDER. Okay.

Well, thank you very much. Let me yield time to some of my distinguished colleagues now.

Congressman Barrett, do you have any questions for the panel?

Mr. BARRETT. Thank you, Madam Chair.

Beverly, I, too, was interested in the program that you are so deeply involved in, but I think you suggested that for every dollar invested the return was something like $2.20 or $2.50.

Ms. KING. $2.50.

Mr. BARRETT. $2.50 was it, thank you.

Ms. KING. Yes.

Mr. BARRETT. And, I think you also suggested that the retention rate was so much greater, is that fair? I think you said there was a seven percent turnover?

Ms. KING. We have a seven percent turnover, but with family care participants it's two percent.

Mr. BARRETT. So, the retention is really a factor.

Ms. KING. Yes, it is.

Mr. BARRETT. In the initial stages, did you find that some of the males were reluctant to become involved in it? Was there some reticence on the part of some of the employees?

Ms. KING. Yes. I think that there's been a lack of role models that are available, and what we did find, we first started to notice large numbers in the expectant parent classes, and as we had additional men go through those programs, then we started additional fathering-type programs.

Once people came through those programs, we developed missionaries, and now out in field yards, actually there are groups of fathers that get together forming like a network, so that, they've developed their own warm lines, and they've developed their own follow-up support groups, single-parent, father groups, for example, is one thing that we've seen spontaneously get together.

Mr. BARRETT. That's interesting.

Ms. KING. It is when you see these people coming in that are basically line workers, with their heavy-duty hard hats coming in, sitting at 5:00 a.m. in the morning discussing child care tips.

Mr. BARRETT. Yes.

It seems to me that we've been pretty much talking this morning about intact families.

Ms. KING. Yes.

Mr. BARRETT. Give me a rough breakdown on how your people would break out. Do you have a lot of dysfunctional families, are they intact?

Ms. KING. We follow the typical United States pattern, that is, we would be below the State of California in terms of the number of married couples living together. About a third of our people are intact families, and I believe in California that percentage is in the 40s.

Mr. BARRETT. So, it does pretty well follow.

Ms. KING. Yes, it does.

Mr. BARRETT. Yes, thank you.

Ms. KING. In fact, we are serving a number of step-parenting kinds of situations, we are serving grandparents, extended families, where the children have come home and the grandparents are now taking care of the grandchild. We have adoptive parent situations. We have domestic partnership family situations. So, we don't have Ozzie and Harriet kind of situations.

Mr. BARRETT. Thank you.

Ms. KING. In the same percentages as other states.

Mr. BARRETT. And, Lynn, I was particularly interested in your importance, the importance that you placed on flexibility, which caught a familiar ring to me. Is it your experience that people would prefer to have flexibility, as opposed to the mandates that are proposed by some today?

Ms. HAYES. I think it has been my experience in the course of the research that everyone's struggle to balance, they struggle in different ways, and flexibility allows them to solve their problems in a way that suits them best, rather than a particular set of predetermined circumstances.

Mr. BARRETT. Do you see any particular problem between an urban area covering the subjects at hand, as opposed to a rural area, where, perhaps, the labor force is not as great, perhaps, the technology is not there, do you see any particular problem? I come from a very sparsely populated part of the country, a rural part of the country. Can you elaborate just a bit?

Ms. HAYES. I can't imagine any particular specific problems in that regard, but, again, that's where flexibility, as the number one benefit, can, perhaps best serve those circumstances.

Mr. BARRETT. Okay, thank you very much.

Thank you.

Chairwoman SCHROEDER. Thank you.

Congressman Peterson.

Mr. PETERSON. Thank you.

Just, I think we are at the right time to talk about this. The country is going through quite a metamorphous, it seems to me, in its social structure, and so what we are doing here, and CBS, and Los Angeles and others, are apparently leading the way in some areas.

I would be interested to know, when did CBS start their rather open-door policy there to allow a greater parental leave project?

Mr. ROTHMAN. I'm afraid I don't know the answer to that. I know that my policy book has been up on the shelf in my office for two or three years, and that's where I found this detail. So, apparently, it's not a very new policy.

Mr. PETERSON. Okay, but you are the pioneer in this regard, as far as the male, as the father leaving the workplace, or you did suggest that they did take, from time to time, a two-week leave period, you are taking an extended one beyond that, I presume.

Mr. ROTHMAN. I am not familiar with other CBS fathers who have taken as extended a leave as I have. I know a number who have taken two, three, four weeks.

Mr. PETERSON. Okay. Ms. King, in your project, did you see any animosity in the other employees who aren't in this project? Is there, because they are in, they are taking away from some of the benefits we would have otherwise had, and is there a feeling at all in that regard?

Ms. KING. We have not experienced that. I think that one of the things that's important to note that, in benefits administration, for example, health insurance, which we're all very familiar with, it's expected that only one out of every seven people that are insured will actually utilize the benefits.

So, we have not really experienced kind of a reverse backlash, that people think, gosh, they are getting something I'm not getting.

In fact, I think there has been an opposite reaction, of, boy, I'm glad somebody's taking care of that problem, whether the problem is a man who is missing work, or leaving work early, or a woman that's missing work, or leaving work early, it makes no difference if you are a supervisor that's got an employee that's got a problem.

Let me go back and answer a question that you previously asked, how long has the CBS leave policy been in effect? In the case of the City of Los Angeles, leaves have been available to men, as well as women, they are unpaid leaves, for over 30 years.

During the 27 years that I have been with the City, I have only known of two people who have—two men who have taken that leave, even though that leave is available and is granted, I have only known of two people who have taken that leave.

That leave also provides by right automatic return to the former position at the former pay grade, and that is a negotiated agreement with the unions that represent our employees.

What that tells me is that, while family leaves are an important cornerstone of a "family friendly" workplace, that we have to look for other alternatives, and I concur with one of the previous witnesses that that cornerstone is a flexible work place that provides other alternatives.

Mr. PETERSON. Well, that's interesting that they haven't, you just haven't had that many. Do you intend, or would you project that this is changing, that, perhaps, more fathers will take advantage of that policy?

Ms. KING. I think that more will take advantage of it, but it will be extremely short term, for the same reason, that family leave, the length of family leave is declining for women in the workplace as well, and, that is, you can't afford it, and our's is without pay.

I think other options, such as a flexible workplace, or a flexible work schedule, are going to be far more desirable for men and for women.

Mr. PETERSON. And, we have to realize we are talking, didn't you say one third of your participants are single parents, is that true?

Ms. KING. What I said was that, only one third of our participants are in a traditional marriage.

Mr. PETERSON. That's even worse.

Ms. KING. Meaning, an intact family.

Mr. PETERSON. Okay, but it aggravates it even worse.

Ms. KING. Not that they both work, but a traditional family.

Mr. PETERSON. Right.

I noted, with some humor actually, that you were able to measure that the stress was reduced by 45 percent, I would suggest, perhaps, you ought to come to the House and maybe measure some of that up here, and we could determine where our stress levels are. I'm not sure that that's possible.

Chairwoman SCHROEDER. That's a very good point.

Ms. KING. We did find that, but it's also very difficult to measure, and that was a self-measurement by participants.

Mr. PETERSON. Ms. Hayes, in your study, and in your research, did you find that some industries were much more potentially able to give flex hours, versus—or flexibility in employment, versus and others, and did you find some that could not, period, give that opportunity?

Ms. HAYES. I think it's easier to categorize it by jobs. The most flexible industries seemed to be those in which the jobs are more often independent, journalism, for example, is one where we found an awful lot of people working at home, or sharing jobs, or working reduced schedules.

But, most of the research that we did, and others have done, has been focused on large companies, and that's where these changes seem to begin, but I think that there are a lot of small companies, as well, that are doing it a little bit more informally.

But, again, it has everything to do with the individual position, whether or not it can work. It can work in management situations, which a lot of people think that it can't, but it's a situation where, for it to be the most effective, and to provide the most productivity, it has to—you have to kind of look at each individual job and see which kinds of flexibility best suits that particular job.

Mr. PETERSON. Okay. Thank you.

And, Mr. Levine, you've pretty well, I think, established the problem. What's your solution? Where should we go? What's the direction? Is it education? Is it promotion? Is it mandate? Where are you on this point?

Mr. LEVINE. Well, I think it's a mix of things. The short answer is, everywhere at once. I think it's not just a matter of the corporate sector, I think it is very much the educational sector. It's really throughout the life cycle of the family.

If you look at this in a sense from the time that a family is formed, I think we can make strides if we start to—if we have a medical system that starts to put the father back in the picture, that's begun to happen, compared to 20 years ago we have a much higher participation of fathers present at the time of child birth than we did. The norms have completely changed. Some hospitals are now offering postpartum courses for fathers, to help fathers, not just mothers, start off on the right foot. Many men who feel uncomfortable about bathing or feeding a baby are getting some support from the social context, educational programs, social sup-

port programs for fathers to help them deal with the transition to fatherhood, not just at the workplace, but in general.

I think creating a policy context which allows for parental leave for either mothers or fathers, so that men and women can have a choice is an important step, but it's really a broad issue that we've got to address in many, many ways. I think the two keys to it are, flexibility, which has really been stressed here, and, second, visibility and education, really just becoming aware as a society that families include mothers and fathers, and to provide the sorts of support for children in this society where more and more families require two incomes. We need to put dad back in the picture. We need to give him some support so that he can be supportive to his kids, and to mom, so that the whole family can be as well-functioning as possible.

Mr. PETERSON. All right, thank you very much, and I thank Madam Chairlady for doing this hearing. I think it's very appropriate.

I really do think we are the Y in the road in our societal views on this point, and I think you are going to see more and more fathers get involved in this because of the obvious deterioration of the family, that's been a major point, and probably one of the reasons why we are at the point we are, because fathers are kind of opted out. We need to get them back involved.

Chairwoman SCHROEDER. Congressman Klug.

Mr. KLUG. I went to my 20th high school reunion last weekend, and discovered that most of the folks in my age group, we're all 38 now or so, most of all have little kids. I've got a two and six-year old, and, in fact, as we went around the room it was rare to find anybody who had a son or a daughter over the age of ten.

My question is, I want to follow up on one of the points you had, Ms. Hayes, about the fact that most of your research at this point has focused on major corporations, and you find Honeywell, and 3M, and major banks and major insurance companies really leading the trend in this kind of flexibility in work force. But, are there small companies out there that you've seen personally, or either of the other panelists, that you look to as role models that maybe have 20 or 30 employees that don't have the kind of flexibility that allows them to trade one worker for another worker if somebody is gone for a while?

Ms. HAYES. I saw lots of, and it's mostly anecdotal, small companies. It's very logical for small companies. You don't grow in, you know, one-person increments most often, you can't afford to add groups of people, you maybe can afford to add the work that a part-time person would do.

You might need the commitment that a mother who can give you 30 hours a week happily will give you, but can't provide 40 hours, that works well for both parties.

I think often times small companies, entrepreneurial people, are the first to perform these kinds of innovative practices, and I think small business is doing it in a very widespread way, but it's very difficult to find any research on that.

Mr. KLUG. Either of the other panelists?

Mr. LEVINE. Yes, I'd like to just comment. One of the—I'd support that point, and just add by saying that, what you see among

large corporations that are moving to create a more flexible workplace is, the elimination of so many job classifications, that is, the movement towards high-performance work teams, which allows for flexibility, really is interchanging job roles. Instead of having 40 job classifications, some companies have reduced that down to two or three job classifications, meaning that workers are sharing more the types of jobs that they are doing at the workplace.

The model, it really approaches much more that of the small company within a large company. The point being that we are using human resources, the potential of people, to do work interchangeably much more effectively, which is increasing productivity on the one hand, and also allowing people to be interchangeable, and, therefore, create a more flexible workplace.

So, the fact is, small companies have the possibility of creating a flexible workplace in many cases, and big companies are moving in that direction.

Mr. KLUG. There's some references—I'm sorry, go ahead.

Ms. KING. I was going to say that my experience is that it's the medium to large companies that have the real difficulty in adapting.

Small companies have personal kinds of experience, and they are small enough to easily make the change, but the large companies are the ones that say, oh, we couldn't do that. We would have to negotiate that, or we have rules, we couldn't possibly do that.

And, what happens, it's a matter of, you have competing values, and the larger the workplace, the more competing values that you have.

We have to have more weight assigned to having a "family friendly" workplace, and once we do that, I think you will find other large corporations saying, you know, I think we could do that.

Mr. KLUG. When you did your research on this, and looked at increasing demands for this kind of flexibility in the workplace, you mentioned I know, a couple of you indicated in your statements that it's now become a recruiting tool, that people want companies that are more like this. But does the demand for this kind of service rise with income, or rise with education, or rise if it's more of an intact family, or less intact family? Does it cut across the board? Demographically, who wants these services, and who is more likely to use them?

Ms. HAYES. I think that I found that everybody wants them, but it is an economic issue for a lot of people, and that's why—and a lot of people can't afford to work part time or to cut back, but that's why I encourage people to look at telecommuting, or look at flex time, or look at compressed work weeks, because those are ways you can spend more time with your family, but you still bring home the full-time pay check. That's a very viable option.

Mr. LEVINE. I found that among blue collar workers, often because there's a lot of pressure for more income, fathers often want more work time, but in order to have more work time they really need a more flexible and supportive employer, somebody who can provide or help provide affordable child care, say, so that they—these are often families where the guy is working, you know, eight or ten hours a day, he's getting home and his wife is running off to

the 7 Eleven to do an evening job, and what they are looking for is the sort of support from somewhere which doesn't exist often enough in the community to give them the slack for covering the child care arrangements between them.

Those are the sorts of arrangements, that's the sort of type of family supportive care that Beverly King was talking about, that can make a huge difference, and it's certainly a demand that I see from blue collar, as well as white collar families.

Ms. KING. It is an economic issue, but there are many programs that can be developed at very, very low cost. It didn't cost a large corporation very much, for example, to loan out beepers. It does not cost a large corporation very much to provide parenting seminars on lunch hours, or before the work shift, even if that's at 5:00 a.m. in the morning before crews go out into the field.

It does not cost very much to provide for automatic payroll deductions for child care, it's just one more blip on the computer.

These kinds of programs, if they are a priority for a corporation, can be done, and can be done at very low cost and at very, very high return for a company.

Mr. KLUG. Thanks very much.

Chairwoman SCHROEDER. Hannah, a present came for you, it's a little commercial from the Chair, it's a bib that says "Future President." We designed it, being very presidential up here.

Congressman Santorum.

Mr. SANTORUM. Thank you.

As a new father—I have a daughter who is two months old—I can tell you I'm experiencing a lot of what I'm hearing here. I am trying to figure out how much time there is in a day to take care of what I'd like to do back home and be a new Congressman in addition to a new father. So, it's been a busy year.

I apologize for coming in late, and maybe this was already addressed, and just if each of you could answer. What do you see, if any, as the government's role in providing flexibility? It almost sounds like the government's role is to restrict flexibility. We don't do very well at providing flexibility, we seem to say, well, this is the right way, or this is the wrong way. What sort of things would you suggest in providing flexibility?

Ms. HAYES. Well, I think there are a lot of things that—a lot of grand things that could be done, but there's one small thing that each of you could do today, and that is to provide flexibility to your own staffs.

Mr. SANTORUM. I do that.

Ms. HAYES. You do that.

Mr. SANTORUM. I sure do.

Ms. HAYES. Well, great, you are ahead of the game.

I think a lot of people, a lot of companies, individuals, look to Congress to set an example, and I know of a lot of arrangements that exist on the Hill, and other parts of government that are privately and quietly negotiated, but they are sometimes afraid, you know, to even tell their neighbors or their friends for fear of losing those arrangements.

And, sometimes, I know I've seen this in my own company, and certainly in a lot of the people I spoke with, that while there may not even be formal arrangements put together yet, it's very much a

creep scenario, where you make one work and use it as an example, and it spreads very quickly.

But, congratulations on your own efforts.

Mr. SANTORUM. Thank you.

Mr. LEVINE. I'd like to say, and this does reiterate a point I made earlier, there is an opportunity at hand through the Family and Medical Leave Act. It doesn't specifically address the issue of flex time at the workplace, but it indirectly does, because the point here is that employers are often reluctant to create a more flexible workplace because they think it can't be done, because they are living with images of a workplace of the past, and rigid rules, which, in fact, new experience suggests don't hold anymore.

Our recent studies, the Families and Work Institute, on mandated leave in four states, indicate that there were no major disruptions or business costs for mandated parental leave, and, in fact, in the case of fathers, more men were able to take more leave.

So, I think that the government has an opportunity to provide a context, and if you think of parental leave as one element of an overall workplace flexibility package, the more experience we have with employers realizing, hey, you know, it's not so bad, in fact, not only could we manage it, but I'm breeding greater loyalty and commitment in my employees, that will make it possible or provide an incentive for more employers to be flexible and say, you know, there may be other things we can try here as well. Maybe it's not just around childbirth, the child rearing years go on and on, as you will soon discover. You will find it's not just around the birth of your baby, but taking him or her to pre-school, the school play, the after-school soccer game, little league, whatever it's going to be, how do we make it possible for parents to feel that they are really involved with their kids and still responsible employees?

There's a fear among employers, give employees an inch and they'll take a mile. All the research shows quite the reverse, given them an inch, they'll give a mile, and we have an opportunity through federal legislation to make it possible for, or make it a mandate for employers to help create a context in which employees will be given the inch, and I think both employees and employers will return the mile.

Ms. KING. I think in addition to the Family and Medical Leave Act, support for that, there are other kinds of programs that your continuing support is important. I'm speaking of Section 125 of the IRS Code, which would be the Dependent Care Assistance Program, the other kinds of tax supports through unreimbursed medical, as you will find no matter how good a medical leave program or medical health insurance program you have, there will always be some costs that will not be covered.

There are other kinds of programs that you can support with industries, people in the areas that you represent. It's very important to them what you think. If you support a "family friendly" workplace, they will know that and will respond to it, and I think what your position on it is is important.

Mr. SANTORUM. What would you suggest? I mean, frankly, the reason I asked the question is, I'm not one that necessarily thinks the government needs to do that, that we, as individuals who are

looked at as leaders in our community, have a role to play in doing it.

I think what you were just saying, which is trying to institute some sense of family into the workplace, what would you suggest as an individual Congressman I can do back home to maybe instill those types of values into the workplace?

Ms. KING. For example, in the next newsletter to your constituents, as you talk about the experience of having a new child in your home, that you specifically talk about some of the conflicts of balancing work and family, and that you know that other people who are your constituents have that same problem, and that what you personally have done with your own staff are things that they can do in their work environment, and that you support that.

Mr. SANTORUM. Does anybody else have any suggestions? You are not excluded from contributing if you'd like. Anything else that you could suggest that I could do back home?

Ms. HAYES. Well, again, just as this hearing is doing today, bringing these issues to the forefront. I mean, particularly in the area of fatherhood, as we all discussed today, people are afraid to talk about it. People talk about it one on one, they talk about it in their kitchens, they talk about it at small parties, but it's not something that's really out there, that fathers feel comfortable to the extent that they should to be participants. You know, the sneaking out the door to go to the baseball game, it's a lot more acceptable to say you had a flat tire on the way to work, rather than to say you needed to take your child to the doctor. I mean, to get it out there, you know, hold hearings in your state, I mean, make sure that people understand that being a parent is more important than being an employee.

Mr. LEVINE. I think since you want to work with the business community, working with your local Chambers of Commerce to, again, make this issue more visible locally, the way this hearing is trying to make it visible nationally.

I think, my hunch is, you will be surprised at the number of men coming forward saying, hey, this is our issue too, we want to figure out what to do, and you probably will find solutions within your own community of ways which local employers have found to meet some of the needs that may be sitting right under your nose, maybe not exactly the same as the one from Los Angeles Department of Water and Power, but local solutions that can then be developed and made to flourish right in your own backyard.

Mr. ROTHMAN. You asked what you personally can do back in your district, and I'm less inclined to think that the immediate answer is legislation. I think there is so much that we need to do in changing attitudes. I've heard this "wimp factor" question, which I think is so absurd.

The work that I've done in trying to keep her needs satisfied every day, it's the most exhausting thing I've ever done in my life. There's nothing wimpy about it.

As a new father——

Mr. SANTORUM. See the circles under my eyes from staying up at night?

Mr. LEVINE. Yes. Maybe it's an opportunity for you to show your constituents that sharing in child care responsibilities is something that real men do, and real congressmen can do.

Mr. SANTORUM. Thank you.

Thank you.

Chairwoman SCHROEDER. Thank you.

Congressman Walsh.

Mr. WALSH. Thank you, Madam Chairwoman.

I have three children of my own, and I've found, given the job that I have, and I'm sure the newer members, Rick and Scott, will find too, that one of the only ways you are going to get to see your kids when you are working this job is to take them with you wherever you go, and people love to see you with them.

I'll just tell you a brief story, I thought of as kind of a watershed in local politics at home, and that was, when I was running first for City Council, there was a fellow who was running for Mayor. We had just had our first child, he had seven, and we were sharing a dais at a Memorial Day celebration, and we were talking about our children, and I noted after the conversation that I had changed more diapers that day than he had in his entire lifetime as a parent.

And, I told him I thought he missed something in that. He said, "Yes, I know I missed something all right," but he just never got the point, you know, the idea if you give an inch they'll take a mile, he was concerned that his wife would take a mile and he would do all the diapers from then on.

But, I think that the world is changing, and whether we mandate the world to change or we don't, it is changing, and it will change, and for the better.

The question, I guess, that I have is that, Mr. Levine mentioned that the blue collar worker feels the pressure to work more, for more money, because it's always pretty much been the way it's been. Do you see a trend in the country toward more collective bargaining for parental leave benefits?

One of the problems that I see is, everybody has the same health insurance. You know, we all have access to some sort of health care, maybe if you are lucky some dental, perhaps, even eyeglass, but everybody's is the same, husbands and wives are identical. Is there a trend towards more collective bargaining for parental leave, or that sort of a familial benefit, as opposed to financial or health, and, if not, why not?

Mr. LEVINE. Well, this is beginning—these sorts of family care benefits are beginning to be included, are recognized by unions, and have been over the last number of years, as the sorts of things to bring to the negotiating table.

I think there's a growing concern that these are, in fact, the needs of the broad workforce.

As for the broader point, I'm not sure if I understood your point about health care, my understanding is that there's quite a large number of Americans, in fact, who aren't insured by any sort of health care, did you mean that everybody—that we have a cookie cutter approach, that it's not tailored to individual needs?

Mr. WALSH. Yes. That's the way—I mean, the companies that do offer health care tend to offer the same sort of health care that

every other business offers. So, if you have a spouse that works for one company, and a spouse that works for another, they have the same health care. It duplicates, and there's really no benefit in both of them having the same benefits.

And, you know, do you see a trend towards changing that, making it more——

Mr. LEVINE. There's a movement towards what have been called "cafeteria benefit plans," where employees have more of an option, so you can tailor the plan to your own family needs.

I'm not expert enough on the extent to which those have been implemented to really comment on that, though, but it is something that's increasing.

Mr. WALSH. Ms. King.

Ms. KING. I do not see—I do see a trend on the part of developing flexible benefit or cafeteria benefit plans, but from union groups that represent, primarily, men, I do not see them at the table, from my own personal experience, demanding family leave kinds of plans.

I do see those unions that represent women demanding those kinds of benefits as a guaranteed part of their overall benefit plan.

I think there is a learning curve that we're in, and that corporate America has a responsibility to help educate other corporations, as well as other employee groups.

I think they really do not realize yet what their people want, and maybe we have a responsibility to help jointly educate each other on what our workers really value, what kinds of trades that they are willing to make in terms of the benefit area.

My feeling is that, for men, as well as for women, that family care programs are a $5.00 value for a .50 cent cost. I think they have a tremendous value at the table in negotiating for workers.

Mr. WALSH. You know, it's interesting, I have a flexible plan in my office right now. One of my employees is home, while his wife is working. He works until 10:00—or, she works until 10:00 or 10:30, she does speech therapy, and then he comes in, and he's a terrific employee anyway, but it just makes things so much more comfortable, and everybody in the office kind of has a feeling that they are helping to support that new baby in that family, and it really, not only might help the productivity of that individual worker, but of all the employees, and it makes for a good feeling in the office. We have two babies in the office right now.

Thank you.

Chairwoman SCHROEDER. Thank you.

Congressman Wolf.

Mr. WOLF. Thank you very much.

I apologize for having to leave. I was in Appropriations Committee, and there was a vote. I want to thank all of you for attending. I've read the preliminary parts of your testimony.

Let me just make a couple comments on some of the things you've said. One, I think Mr. Rothman is right, it is an attitude question. You've got to get over the attitude.

I ran for Congress for five years, I lost in '76, I lost in '78, and won in 1980. I have five children. During that period of time, I literally spent all my time going from subway stop, to bus stop, to door to door, and literally neglected, if you will, all else for that

period of time. I got elected, and my district is right here, it's right across the river. So, literally, I'm a councilman. People can, come in on the way home and on their way in, and I bet a third of this audience lives in my district.

I thought it would get better, now that I'm in, I have found out it is actually worse. There are more demands on your time.

Two Congressmen, Wes Watkins, a Democrat from Oklahoma, and Dan Coats, Republican, who is now a Senator, urged me so many times to come and see this film called, "Where is Dad?" I don't know, have any of you seen the film? You who haven't seen the film would love it. You'd just think it's the greatest film going.

When I saw that film, it really hit me, and in it he quotes from Harry Chapin's song, "The Cat's in the Cradle, and the Silver Spoon, and Little Boy Blue, and the boy in the moon, when are you coming home dad? Well, I don't know when, you know, but we'll get together then, son, and we'll have a good time then." And, then he ends by, "When are you coming home, son?" He says, "Well, dad, you know, the job is a hassle, and the kids have the flu, but its been sure nice talking to you." The end result is, the guy lost his kids. It was an attitude problem.

I think, and Ms. Hayes said the same thing, it is really an opportunity for members of Congress to help change the attitudes of the CEOs and the corporations in their districts.

Had I not seen that film, I don't know what would have happened. I thank God that I saw that film ten years ago, and if you want to see a copy of the film, call my office and I will get you a copy.

Secondly, there is a bad attitude. You go to the law firms in this city and in New York. They get these young people out of law school, some who have just gotten married, husbands and wives. If they are not billing hours a week they are not in the business, they are out, their future is over. The senior partners even brag that that's the way it is.

I'm finding a lot of these young people are saying, I don't want to be in that process. And so, it's a change in the attitude of, not only those in corporations, but in business, and also in the White House. I was chagrined to see the statement about six months ago, where they talked about the hours at the White House, and Roger Porter, who I think has seven kids. Some nights he never gets home.

Well, the statement "it's not the quantity of time, it's the quality of time," is really a myth. There is no quality if there is no quantity. So, it's changing attitudes.

The last thing is, you really need the flexibility. I think you are right. I want to compliment the Chairwoman here, Ms. Schroeder, she was really a leader in flexitime. I remember when I was on the Post Office Committee, and I worked on it, but you were the one to push the flexitime.

All the arguments that the Reagan Administration gave against it, it's going to ruin this, and ruin that, and flexitime has worked so well, because sometimes parents will go in early, so they come home early, so there's no latch-key child. Or they'll go in late, and then the other one will go in early, so there's somebody there in the morning, it's flexibility.

Since that time, I have put in language regarding flex-i-time in the federal government, which is far beyond the private sector where federal employees can telecommute, they can work from home. We just put a demo project that we're going to be announcing with the IRS for leave sharing and job sharing, and working from home.

Also, the whole question of child care, on-site child care, whereby a mom or a dad can just quickly run down to the child care and it's right there, so you raise the comfort level where a child can say my mom or my father works in that building right over there.

But, I think you are right, the flexibility is the greatest, need and if we give the employers, the employees, both men and women the flexibility, we sensitize them. If you do the combination of changing attitudes and sensitizing them, then I think people are going to opt out to spend more time with their families.

Every famous person, or almost every famous person, after they make it or when they are interviewed they always say, you know, I wish my mom or dad could see me now. I think it's good that the so-called "wimp factor" is changing. I talk about the family in my district. I announced publicly ten years ago, I will never go to a political event on a Sunday as long as I am in political life. Now, for the first six months I had a hard time. People said, I know you are serious, but I mean this is just this one special thing. So I've just made it a firm thing. I put a telephone number in my office, which every freshman, every member ought to do. The only people who have that number are my wife and my five kids, because what they were doing was calling my office and getting my receptionist, who was transferring them to my secretary, who would then say, your dad is in a meeting right now, and so it's kind of inhibiting to call. Secondly, once they would get through, have you ever made a call and you forget to tell the person something, and you feel kind of dumb calling back? So now, the phone rings on my desk, if I'm in there I pick it up no matter what, and the experiences that I've had of kids coming home at 3:00 and finding that they've gotten into the college that they wanted to and having someone to share it with. It really is an attitude.

The last plantation, in some respects, on this issue is the Congress. I think we, perhaps, are farther behind. There is great rhetoric, I hear members of Congress on both sides of the aisle, and both sides of the Capitol talking about the family, and many times people are not really walking the way that they are talking. There's great political rhetoric in it, but if you look in their own lives, or in their own offices, or whatever, it's really not there.

So, I thank you. I particularly want to thank Ms. Schroeder for having this hearing. It's quite interesting, my Appropriations Committee is packed, and this is almost half empty, and, yet, the impact of this hearing will live on far beyond what we just finished in the Appropriations Committee.

Thank you all for testifying, I appreciate it very much, and thank you, Ms. Schroeder.

Chairwoman SCHROEDER. Thank you, and you are right, we've been out there in the vineyard for a long time working on flexibility. If we could only get the rest to catch up.

Thank you panel very, very much, we really appreciate your time and effort this morning, and good luck to Hannah and her new career.

Mr. ROTHMAN. Thank you.

Chairwoman SCHROEDER. As presidential trainee.

[Prepared statement of Hon. Frank Wolf follows:]

PREPARED STATEMENT OF HON. FRANK R. WOLF, A REPRESENTATIVE IN CONGRESS FROM THE STATE OF VIRGINIA, AND RANKING MINORITY MEMBER, SELECT COMMITTEE ON CHILDREN, YOUTH, AND FAMILIES

I would like to thank Chairwoman Schroeder for holding this hearing on a very important issue for fathers and families. The most precious commodity for most families today is time. In April this committee held hearings on how we could make the tax code more friendly for families by increasing the dependent deduction for children. We discussed H.R. 1277, "The Tax Fairness for Families Act of 1991," which would raise the dependent deduction for children and ease some of the financial strains on families. H.R. 1277 now has over 200 cosponsors including the Chairwoman and many members of this committee. Our hearing today, continues this theme of easing the family time deficit by emphasizing the importance of family time, particularly for fathers, and the need for flexibility in the workplace in order to provide more time for Moms and Dads to spend with their children.

WHEN YA COMING HOME DAD?

"When ya coming home Dad . . . I don't know when, we'll get together then. . . ." These lyrics from the Harry Chapin song, "The Cat's in the Cradle," are too often heard in families across the country. Because of the increasing demands of work and the increasing financial pressures on today's families, Dad too often puts off to another day the time he should be spending with his children. and sadly, for one out of four children today born to a single mother, a father is never even in the picture. For both fathers and mothers, it is important that children come first and that active and involved parenting by both parents be valued as a vital investment in the future of our children and our country.

One of this country's most famous Fathers, Bill Cosby, wrote a book several years ago called *Fatherhood*. In this book, he humorously set out a warning to today's fathers: "He never must say, 'Get these kids out of here. I'm trying to watch TV.' If he ever does start saying this, he is liable to see one of his kids on the six o'clock news." With all of the cultural pressures on today's children, it is more critical than ever that both parents be actively engaged in the lives of their children. Careers do not a life make. At the end of our lives, most of us will not mourn over a missed opportunity for a promotion, but rather a missed family outing, a missed school play or a missed little league game.

WHAT PARENTS WANT

A recent *Time* article noted that some social observers have already dubbed the 1990s the "We Decade." This sentiment has been marked, says *Time*, by Americans who are "rediscovering the joys of home life, basic values and things that last." A recent article in *Fortune* magazine pointed out a new twist to the "quality time" debate: "Quality time used to be the best that working parents could offer their kids. Now it's what many employees are offering the boss: 'I'll do my best in fewer hours. Take it or leave it.'"

A 1990 *Los Angeles Times* poll found that 57 percent of all fathers and 55 percent of all mothers feel quilty about spending too little time with their children. A 1988 *USA Today* survey found that parents of young children identify "missing big events in children's lives" as the thing they dislike most about their current work-family situation. These sentiments are starting to reverberate throughout society and we are seeing what one of our witnesses here today, Lynn Hayes, has called "a quiet revolution" in work and family matters with both mothers and fathers turning back toward home and seeking balance in their work and family situations.

AND THE MOTHERS WILL LEAD US . . . .

Although today's hearing is focused on the family-friendly workplace for fathers which is very timely with Father's Day around the corner, it has clearly been mothers who have been the leaders in this area. Necessity is the mother of invention,

and for today's mothers, necessity has resulted in new inventions in creative ways to work while still maintaining a healthy family life.

Many mothers have led this trend because of their desire to spend more time with their children, particularly preschool children. For example, the Census Bureau statistics show that even though women are working in increasing numbers, only 52.5 percent of mothers with children under three are working, and a full one-third of these are working part-time. Therefore, only 35 percent of these mothers are working full-time. Mothers who want to slow down while their children are young are leading the way in job sharing, part-time work, flexitime, home-based work options and sequencing work and family obligations. Margaret Thatcher, Sandra Day O'Connor and Jeane Kirkpatrick are "sequencers" who took time off from employment when their children were young and later returned to their careers with obvious great acclaim. Likewise fathers may now want to explore some of these family friendly work options and play a more active role in family life.

Over the past several years, child care has been at the center of family politics. Concerns about the effects of long hours of day care on children have been voiced as well as concerns about the cost of day care that cuts into a family's budget. I have worked hard on providing on-site day care options to parents in both the government and the private sector because on-site centers can shorten the time that parents are away from their children and allow them to see their children throughout the day. Now, as we look to the workplace of the future, the next frontier for families is policies that focus on flexibility. Flexible work policies not only will decrease the amount of time that parents are away from their children, but it can also help in reducing or eliminating child care costs and in effect, increase take home family wages.

THE FAMILY TRACK

Families are increasingly viewing their work and family choices in an overall picture that emphasizes healthy family life. While men may want to follow the successful lead of women, who have pioneered flexibility in the workplace, men may opt for different flexible options than will women in bringing balance to the work and family arena. For example, a Conference Board report shows that men are more likely to elect "compressed work weeks" while women are more represented in job sharing and part-time positions. Another option might be that a husband would choose more flexible hours when his wife returns to work rather than when the child is an infant if his wife has already chosen to be at home with an infant. Employees are also seeking more flexible benefit packages from employers who are more frequently offering "cafeteria plans" which offer a variety of benefits from which employees may choose. "A more fluid, less rigid workforce" will allow each family to make choices that fit their particular family needs on a case-by-case basis.

David Blankenhorn of The Institute for American Values has written that "a revived ethos of family life must affect the behavior and priorities of both sexes." That is why it is important to include fathers in the debate on family friendly work policies. But as we look to innovative workplace policies we should focus on policies that give parents more time with their children in preference to policies that simply free parents to spend more time on the job. In fact in surveys by several companies, "flexibility" beats out all other "family friendly" policies as the number one choice for employees. Providing flexibility is a matter of giving parents what they want and it goes without saying that by providing parents with more time, we will be providing children with what they want and need. The recent bestseller, *Megatrends 2000*, states that "to attract and keep good people, flexibility must become the watchword of leadership."

While we witnessed somewhat of a controversy several years ago with the idea of a "Mommy Track" for working mothers, it appears that many mothers and fathers want to get off the "fast track" and find a more "human track" or "family track" where both mothers and fathers can have a more appropriate work and family balance without shortchanging their children. It appears that these families are looking at their career and family concerns in the context of a whole lifetime and lifestyle instead of short-term career advancement.

FEDERAL GOVERNMENT AS A FAMILY FRIENDLY EMPLOYER

In serving on both the House Post Office and Civil Service Committee and the Treasury, Postal Service, and General Government Appropriations Subcommittee, over the past several years we have passed legislation making the federal government a more pro-family employer. A number of members, including the Chairwoman, have promoted flexitime, which allows employees to structure their work week

in a manner that provides for additional family time. More recently, we included in the Treasury bill language that allows federal agencies to pay expenses associated with flexiplace, or home-based employment. In addition, we earmarked money for the Office of Personnel Management to establish a computerized system to help employees enter into job-sharing arrangements, where two employees share one job. Almost every agency has now established a leave sharing system, so that seriously ill employees who have exhausted their own annual leave can receive donated leave from their colleagues. These initiatives have resulted in the government being a more flexible and responsive employer with regard to family matters.

CONCLUSION

Charles Siegel, an author, social critic, and perhaps most importantly, a father who worked at home until his child was 7 years old, has written that any serious attempt to strengthen the family poses a serious challenge to the modern economy and forces us to reorganize the economy to make it work for the benefit of families, rather than taking our current approach of reorganizing familes to make them fit into the 9-to-5 economy. I look forward to today's witnesses sharing with us the latest on this promising trend in family life.

U.S. House of Representatives
SELECT COMMITTEE ON
CHILDREN, YOUTH, AND FAMILIES
Washington, DC 20515-6401

MINORITY FACT SHEET

"BABIES AND BRIEFCASES: CREATING A FAMILY FRIENDLY WORKPLACE FOR FATHERS"

June 11, 1991

WORK FAMILY STRESS: AN EQUAL OPPORTUNITY PROBLEM

• A 1989 survey commissioned by the Massachusetts Mutual Insurance Company found that Americans believe "parents having less time to spend with their families" is the single most important reason for the family's decline in our society. (Family Time: What Americans Think, Family Research Council)

• Nearly 40 percent of men (37.2 percent) and 40.9 percent of women say their job interferes with family life. (Fortune magazine survey of over 400 working parents, February edition, 1987)

• Nearly forty percent of men and sixty percent of women in the last three months missed at least one day of work due to family obligations. (Fortune magazine survey of over 400 working parents, February edition, 1987)

• A majority (55.4 percent of men and 58.2 percent of women) think children of working parents suffer by not being given enough attention. (Fortune magazine survey of over 400 working parents, February edition, 1987)

WHAT FAMILIES WANT

• Nearly eight of ten American men and women would be willing to sacrifice "rapid career growth" to spend more time with their families. In fact, nearly 75 percent of the men surveyed opted for a slower career path where they could set their own full-time hours and spend more time with their families. (The Best Jobs in America for Parents, Susan Dynerman and Lynn Hayes, 1991)

BEST COPY AVAILABLE

• When families are given a choice between two career paths -- one with flexible full-time work hours and more family time but slower career advancement, the other with inflexible hours but rapid advancement -- 78 percent preferred the family-oriented track. (1989 Sanford Teller Communications survey, "What America Believes: The Rest of the Story," Report by the Republican Staff of the Select Committee on Children, Youth, and Families)

• More than 20 percent of men and 26 percent of women have sought less demanding jobs to get more family time. (Fortune magazine survey of over 400 working parents, February edition, 1987)

• A recent study found, "25 percent of the men and 50 percent of the women said they had considered seeking another employer who offered more work or family flexibility." A 1989 study found "74 percent of men said they would rather have a 'daddy track' job than a 'fast track' job." ("Split-Shift Parenting," February issue of American Demographics Magazine)

• In surveys by Johnson & Johnson and Du Pont, employees cited flexibility as the top family-friendly policy preferred. This preference was over on-site child care or other child care assistance. (The Best Jobs in America for Parents, p. 42)

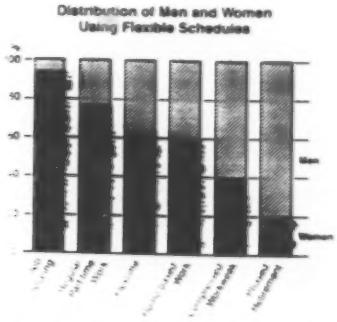
THE QUIET REVOLUTION-
OFF THE FAST TRACK AND ONTO A "FAMILY TRACK"

• More than half (56 percent) of the working mothers surveyed in a 1989 poll and 43 percent of the working fathers had cut back on their hours in order to be with their children. (1989 Washington Post/ABC News Poll)

• Although 52.5 percent of mothers with children under three years old are working, one-third are working part-time, leaving only 35 percent of mothers working full time. (Bureau of Labor Statistics, Bureau of the Census, 1990)

• Robert Half International, recruiters in the field of finance, found that 75 percent of the men they recruited opted for a slower career path where they could set their own full-time hours and spend more time with their families. "All of this suggests that the Mommy Track should have been dubbed the Parent Track." (The Best Jobs in America for Parents, Susan Dynerman and Lynn Hayes, 1991)

* Despite the fact that more and more companies are offering leaves to new fathers, very few men are taking them. It is fairly common for fathers to take a few days off at the time of the child's birth, but they rarely request this time as a separate paternity leave. ("National Study of Parental Leaves, Catalyst, in the eau of National Affairs "Work & Family" report, 1986)



Source: "Flexible Staffing and Scheduling in U.S. Corporations," by Kathleen Christensen, The Conference Board Inc., New York, New York, 1989)

* Women outnumber men in utilizing alternative work schedules in four out of the six alternative work arrangements. The most female-intensive arrangements are job sharing (almost 90% women) and part-time work (approx. 80%). Women represent 60 percent of home-based work and these women are often in professional and managerial positions. Men predominate in only compressed work schedules and phased retirement. The Conference Board reports that "the high proportion of women using family-responsive flexible work options may, in fact, also reflect women's stage of life at least as much as - if not more than - their gender." ("Flexible Staffing and Scheduling in U.S. Corporations," by Kathleen Christensen, The Conference Board, 1989)

WHAT COMPANIES ARE DOING

Source: "Flexible Staffing and Scheduling in U.S. Corporations," The Conference Board, New York, New York, 1989.

In this 1989 Conference Board survey, nine out of ten firms surveyed, utilized at least one of the six flexible scheduling arrangements. Part-time work was the most widely available arrangement (offered by 90 percent of firms surveyed). Flexitime programs are the second most popular alternative scheduling option with half of the surveyed firms offering it, representing a three-fold increase since 1979. Job sharing and home-based work are the two arrangements most likely to be under consideration by those surveyed and over half of the firms surveyed anticipate increasing their use of all types of flexible schedules.

Flextime

• An extensive study examining the effects of flextime on productivity revealed that flextime has either a positive or neutral effect on productivity but does not result in any decrease. In general, the consensus in these is that flextime increases employee morale at little to no cost to the firm. Of those firms offering flextime, 86 percent are satisfied. ("Flexible Staffing and Scheduling in U.S. Corporations," Kathleen Christensen, The Conference Board, 1989)

• Based on productivity measures developed in 12 studies examining flextime, productivity increased by a median level of 12 percent, with a range from zero to 45 percent. ("An Overview of Employee Benefits Supportive of Families," Nancy Saltford, EBRI, 1990)

Job Sharing

• Of the firms that offer job sharing, 91 percent are satisfied with performance levels. ("The Flexible Scheduling and Staffing at U.S. Corporations," Kathleen Christensen, The Conference Board, 1989)

Home-based Work

• Forty percent of the individuals who work from home for a company are men. Motivations behind telecommuting include spending time with family, cost savings, productivity, and avoiding traffic congestion. Nearly 80 percent of supervisors were satisfied or very satisfied with job performance. ("The Flexible Scheduling and Staffing at U.S. Corporations," Kathleen Christensen, The Conference Board, 1989)

Part-time Work

Nearly 90 percent of supervisors who have regular part-time employees are satisfied or very satisfied with performance. Nine out of ten companies surveyed offer part-time work. (Flexible Staffing and Scheduling in U.S. Corporations, Kathleen Christensen, The Conference Board, 1989)

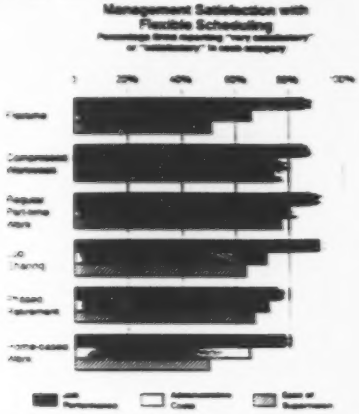
WHY FLEXIBILITY?

• Retention was reported as a motivation for implementing flexible work arrangements among 64 percent of human resources professionals and 68 percent said flexible work arrangements had affected retention positively. ("Flexible Work Arrangements: Establishing Options for Managers and Professionals," Catalyst, in a survey of 150 human resource professionals, 1990)

• Almost two-thirds (65 percent) of employers surveyed reported that employees who utilize flexible work arrangements sustained higher productivity. ("Flexible Work Arrangements: Establishing Options for Managers and

Professionals," Catalyst, in a survey of 150 human resource Professionals, 1990)

• Once firms do implement a flexible arrangement, they are not likely to rescind it. Less than 4 percent of firms surveyed reported that any one arrangement that had been previously available was no longer in use. ("Flexible Staffing and Scheduling in U.S. Corporations," Kathleen Christensen, New York, New York, 1989)



Source: "Flexible Staffing and Scheduling in U.S. Corporations," The Conference Board, New York, New York, 1989)

An overwhelming majority of firms were satisfied with the job performance of those utilizing flexible schedules, but the challenge to American businesses seems to be to learn how to manage employees under these schedules. The Conference Board reports that "assessments about difficulties in direct supervision may be reflections of inexpereince at best and corporate resistance at worst." ("Flexible Staffing and Scheduling in U.S. Corporations," The Conference Board, New York, New York, 1989)

• Eighty-six percent of 7,500 companies surveyed recently had plans to develop some kind of work/family program. (The Families and Work Institute, The Best Jobs in America for Parents, Lynn Hayes and Susan Dynerman)

FLEXIBLE WORK OPTIONS FOR FAMLIES

FLEXTIME

An employee can vary their starting and quitting times and/or lunch breaks while still working a standard 8 hour day.

STAGGERED HOURS

Refers to a standard workday with a fixed schedule that falls outside the norm-i.e., a 7 a.m. to 4 p.m. workday that is in effect every day.

FLEXIBLE SCHEDULE

A schedule that is tailored to the individual needs of an employee. For example, owrking shorter hours on certain days, or coming and going as thet please.

COMPRESSED WORK WEEK

An employee does a full-time job or forty hour work week in less than five days.

PART-TIME HOURS

An employee who works thiry or fewer hours a week either on a set schedule or flexible schedule.

JOB-SHARING

A form of part-time work; allows tow people to share the duties of one full-time position.

TELECOMMUTING OR WORK-FROM-HOME

An arrangement where the employee spends all or part of working hours at home. Equipment such as computers, modems, and telephones are used to communicate with the offic, depending on what type of communication is needed.

Chairwoman SCHROEDER. Let me call the next distinguished panel up to the podium. First, we have Norma Radin, who is a Professor of Social Work at the University of Michigan in Ann Arbor. Then, we have Mryiam Miedzian, who is the author of *Boys Will Be Boys: Breaking the Link Between Masculinity and Violence*, from New York. And, we have William Mattox, Jr., who is the Director of Policy Analysis from the Family Research Council in Washington, D.C.

I want to thank all of them for being here this morning. We appreciate your taking time in your busy schedules—oh, I'm sorry, first of all, let me apologize to Norma, it's Radin, is it Radin, okay, I'm going to get it right yet if I hang in there, my Western accent, sorry about that, but, again, we thank you all for being here, and, Norma, let's start with you. The floor is yours, and go for it.

STATEMENT OF NORMA RADIN, PH.D., PROFESSOR, OF SOCIAL WORK, THE UNIVERSITY OF MICHIGAN, ANN ARBOR, MI

Ms. RADIN. I've been studying father influence on children for 20 years, and I'm really grateful to the committee for inviting me to testify about what some of the findings have been.

I'd like to start with discussing major results of an 11-year follow-up study that we have just completed of primary caregiving fathers.

In 1988, we interviewed the teenagers whose parents had participated in a study we had conducted in 1977, when the children were three to five years of age, and then again in 1971, when the children were seven to nine, and at both times we assessed the amount of father involvement in child care in these two-parent families.

At the time of the initial study, in one-third of the families the father was the primary caregiver, in one-third the mother was, and one-third was intermediate.

We were interested in learning whether the teenagers' attitudes and expectations toward their future employment and child care arrangements would be reflective of the amount of father involvement they had experienced as children.

We predicted that those with more father involvement would have a less sex-role stereotyped set of expectations concerning their future lives than adolescents who had had less father participation, and, indeed, that was what we found.

For example, the children of men who had taken a large role in child rearing were more likely than children reared in traditional families to approve an arrangement where both parents worked when the children were young, and both shared child rearing.

The findings, in general, suggested that a family arrangement of greater paternal participation does have a long-term impact on the gender-relevant attitudes of the children in the family.

And, in my view, the resulting more flexible perspective, particularly regarding child care, is far more adaptive to contemporary conditions.

I'd like now to summarize very briefly what my own 20 years of research and that of many others have revealed about father influence on children. Two areas of child functioning have been shown

to be particularly sensitive to father influence. One is cognitive development, and the second is social competence.

In the case of cognitive development, the evidence is very robust that the more father participation and the more nurturing the father's behavior, the higher the level of intellectual functioning of sons.

The evidence is more ambiguous about daughters, except in the case of mathematics, and here the findings have been very consistent that father presence is related to mathematical skills in both boys and girls.

The reason for the relationship isn't really clear, and there are really just speculations about it, but some theorists have suggested that father's greater interest in the world of objects, and maybe greater physicality with the children, may foster youngsters' understanding of spacial relations, which is related to certain aspects of mathematics.

In the area of social competence, there is strong evidence that indicates the more father involvement, especially in the case of sons, and the more nurturant that involvement, the better the child's social functioning.

For example, greater paternal involvement is predictive of more comfort with strangers in the case of infants, better problem solving in the case of toddlers, better peer relations in preschool children, and more mature independent behavior in boys six to 11.

Most persuasive is the recent 26-year follow-up study, indicating that one of the best predictors of empathy in 31-year old individuals who were in the study, both male and female, was the amount of paternal involvement in their care when they were preschoolers. And, all of these findings are in keeping with theories about socialization processes.

The data have shown that there are many determinants of fathers sharing childrearing, some demographic, for example, whether the wives are working or not; some psychological, for example, did they feel that their own fathers were not sufficiently involved in their rearing; and some are contextual. But, it's certain that among the most powerful contextual factors are conditions in the workplace that facilitate paternal involvement, such as has been discussed here, for example flexible work schedules, part-time options and paternity leave, I hope the committee will see fit to support, in whatever way it can, employment practices that encourage men to become active participants in rearing the children. Not only will the children benefit, which has been the focus of my own research, but both the mothers and the fathers as well.

Thank you.

Chairwoman SCHROEDER. Thank you very much.

[Prepared statement of Norma Radin follows:]

Prepared Statement of Norma Radin, Ph.D., Professor of Social Work, the University of Michigan, Ann Arbor, MI

I would like to thank the Select Committee on Children and Youth, especially the Chairperson, Congresswoman Pat Schroeder, for inviting me to testify today. It is both a great honor and a pleasure to discuss my thoughts on father involvement in childrearing, a topic I have been investigating for the past 20 years.

I would like to focus on research findings concerning the influence of fathers on children's development starting with the results my own 11-year follow-up of the children whose fathers were primarily caregivers when the youngsters were preschoolers in 1977; all of the families had two parents (Williams, Radin, & Allegro, 1991). At that time, both mother and father were interviewed at length about the family's childrearing arrangements and the children were administered a battery of tests (Radin, 1981; 82). This group of families was matched with two comparable groups of families with a child 3-5 years of age, one group in which the mother was the primary caregiver, and a second in which the arrangement was intermediate between father primary caregiver and mother primary caregiver. I do not refer to this as an equally shared arrangement because the fathers were only assuming about 41% of the childcare according to the estimates of both parents.

In the group where the mother was the primary caregiver, the father had responsibility for the child approximately 22% of the time and the mothers, 78%. This figure is in keeping with subsequent research investigations of traditional

families where it has been found that fathers spend 20-25% as much time as mothers do in caring for children (Lamb, 1987). In the group in which fathers played the major role, mothers' and fathers' average estimate was that the father was responsible for childrearing 57% of the time. While this figure may not appear comparable to the 78% responsibility primary caregiving mothers assume, the results of this study and later investigations of childrearing men in intact families indicate that the men who care for children in two-parent families over 50% of the time are indeed unique and have a unique beneficial impact on their children.

In a four-year follow-up study, 47 the 56 families in the original study were re-interviewed in 1981 to determine how stable the childcare arrangement had been (Radin & Goldmith, 1985). In order to achieve that goal, the parents were again asked detailed questions first posed in 1977 concerning specific aspects of their care for their child, now 7-9 years of age. The nine families who did not participate in the follow-up were either lost to us (2), refused to participate (1), or were divorced (6). Finally, in 1988, the 11-year follow-up was conducted but this time the children, now aged 14-16, as well as the parents were interviewed. Since many of the families had moved from the Ann Arbor area, the interviews were conducted on the phone and were tape recorded with the families' permission. One of the goals was to determine the impact on the children's career and family plans of the father participation they had experienced as preschoolers and as young school-aged children. Thirty-two of the 47 families in the initial follow-up took part in this new investigation. Of the 15 families lost to the study, seven could not be located, five were now divorced, and in three families, either the mother or father refused to participate. We did not use the family unless both parents and the child agreed to take part.

One major finding was that greater father participation in childrearing when

the children were preschoolers was predictive of the adolescents holding a less traditional view of their future employment patterns. For example, there was greater approval of having both spouses work full time and share childcare, and less approval of the husband working full-time with the wife not working and caring for the children on a full-time basis. In addition, it was found that greater father involvement when the children were 7-9 years of age was predictive of the adolescents holding less traditional views of their future childcare plans. For example, they were more likely to approve of an arrangement in which the parents shared childcare equally or that there was high father involvement. They were less likely to approve of an arrangement in which mother's involvement was high and father's low.

The difference in outcomes of high father participation when the children were 3-5 and 7-9 was explained in terms of the developmental level of the children and differential parental behavior as children mature. The preschoolers may have been strongly influenced by the concrete examples of a male not tied to a 9 to 5 job and a woman going off to work each day. The school-aged children may have had the mental capacity to conceptualize various aspects of the complex maternal and paternal roles they observed and experienced. It is also possible that direct and indirect instruction in behaviors relevant to future family roles were more prevelant and powerful in families when children were old enough to take on family tasks than they were when the children were preschoolers.

In no case was a traditional childcare arrangement in past years associated with non-traditional values concerning family and work arrangements on the part of the adolescents, and in no case was a more non-traditional early childcare arrangement in associated with more traditional teen values in those areas. In view of the fact that approximately 1/2 of the women in this country with preschool-aged children are currently in the work force, one cannot avoid the conclusion that the offspring of participant fathers are more adapted to their

future lives than are their peers from the traditional mold of father as worker and mother as housekeeper. The overall findings of the 11-year study led my colleagues and I to conclude that nontraditional parental socialization processes do appear to have an impact on the children s gender related attitudes although it may take a decade to become evident. There had been no such evidence when the children had been 3-5.

As to our explanation of the reasons for our findings, we had hypothesized that greater father involvement in the early years would evertuate in less gender-stereotyped attitudes in adolescents based on theory and empirical research data. For example, social learning theory postulates that children learn their future roles from observing and imitating behavior modeled by parents who are perceived as nurturant and powerful. Also, parents, particularly fathers, treat boys and girls differently, differentially reinforcing sex-appropriate behavior. Thus, sons are usually taught to be instrumentally competent and daughters are taught the expressive role which encompasses affection and interpersonal sensitivity. To the extent that parents do not model or differentially reinforce gender-stereotyped behaviors, their children are likely to hold less stereotyped views and values.

Parents also influence children through at least three other processes and thereby there are at least three other pathways through which a partially role-reversed couple can foster non-traditional sex-roles in their offspring. One is through direct teaching, the second is through indirect teaching, and the third is though play experiences. Teaching boys to use tools and girls to cook are examples of direct teaching. Indirect teaching occurs when girls are excluded from lessons in using wrenches and boys are not taught anything about baking or infant care. Socialization through play experiences occur when boys are taught to manipulate the environment by being presented with large building blocks and Lincoln Log sets and girls are taught that their place is in the home

when they are provided primarily with toys like baby dolls and miniature kitchen items. To the extent that nontraditional couples do not provide gender-role stereotyped toys, and do not confine their instruction to stereotyped activities, their children should be less constricted in their views of how their future roles can be played.

In addition, since it has been found that highly participant fathers spend more time in direct teaching of their children (Radin, 1982), it is possible that boys in such families will receive more instruction in performing the household chores their fathers are regularly undertaking and the girls will be more exposed to building materials and blocks because their fathers grew up with such toys. Thus, the likelihood is strengthened that children of involved fathers and career-oriented mothers in two-parent families will have a broader, more expansive perspective on their life options and be better adaptated to the 21st century.

While long-term follow-up studies of involved fathers are quite rare as the investigation of these men is a recent phenomenon, a considerable body of data concerning paternal influence on children has emerged based on concurrent measures of participant men in two-parent families and their children, and on "short-term" follow-up investigations. In addition, there is a good deal of data now available relating paternal behavior in traditional families to child outcomes.

I would like to summarize these findings briefly by organizing the topic into two categories: information available about the children s cognitive development and information about their social competence.

Concerning cognitive development, there is strong evidence that boys intellectual development is enhanced by greater involvement with fathers. This phenomenon has been documented for boys as young as five months of age, for four-year old boys, and for boys in the third grade (Radin, 1986). Part of the

explanation is that boys at this age identify and try to model their fathers, particularly when the fathers are nurturant. The fathers' interest in their sons' academic success may also exert a positive influence.

The influence of fathers on their daughters' cognitive development is more complex and ambiguous. There is little evidence that paternal nurturance, per se, is linked to girls' intellectual growth, however, authoritarian paternal behavior tends to be associated with reduced academic competence. My own study of primary caregiving fathers found that both the sons and daughters of these men had greater verbal competence. Another study of men who were major caregivers of infants in intact families found in a two-year follow-up that the both the boys and girls were "active, robust, and thriving" and most were functioning above the expected norms on standardized tests of development (Pruett, 1989). Morever, there is strong support for the conclusion that proficiency in mathematics is related to father presence for both daughters and sons (Radin, 1981a; 1986) although the reason for this is unclear. One possible explanation is that fathers tend to engage in more physical acitivites with their children and this appears to enhance the children's comprehension of spatial relations which is related to mathematical ability.

In the realm of social competence, or competence in interactions with others, the findings parallel those in the cognitive domain. There is strong evidence that greater paternal involvement is associated with greater comfort with strangers in infants, with better problem-solving behaviors in toddlers, with better peer relations and a stronger sense of control of life events in preschoolers, and with more mature, independent behaviors in boys 6-11 (Radin, 1986). However, there is also some evidence of greater social competence in girls as well. In a notable twenty-six year follow-up study of adults whose parents had been studied when the subjects were 5 years of age, it was found that one of the best predictors of empathy in the 31-year old individuals was

the amount of paternal involvement in childcare at the time of the initial investigation (Koestner, Franz, & Weinberger, 1990). The children whose fathers were "very involved" in their care, and whose mothers were tolerant of dependency were most likely to report high levels of empathetic concern at age 31 (p.713). The authors describe the influence of paternal involvement as "astonishing" and state that this single dimension accounted for a greater percentage of the variance in empathetic concern scores than the three strongest maternal predictors combined. Koestner et al. (1990) report that these results fit in with previous findings that prosocial behaviors, such as altruism, were related to active involvement in child care by fathers.

In sum, the research evidence strongly leads to the conclusion that greater involvement by fathers in childrearing in intact families fosters the development of their children and increases the likelihood that they will be better adapted to life circumstances in the coming decades. It is clear that there are many determinants of men's taking on and maintaining an active childrearing role (Lamb 1987; Radin, 1988) including demographic factors, such as the wife's work status, psychological factors, such as father's feelings about his own father's involvement, and contextual factors, such as community support for egalitarian childcare. However, there is no question that the most powerful contextual factors are employment policies concerning issues such as paternity leave, part-time work, and flexible time scheduling. Paternity leave, of course, affects men in a very narrow time period but there is evidence that its use predicts the degree of subsequent involvement (Lamb, 1987). I hope this Committee will see fit to support in whatever way it can employment practices which are likely to encourage men to be active participants in their children's upbringing. They need their father not just when they are infants, or toddlers, or preschoolers, or school-aged, but throughout their entire childhood.

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Chairwoman SCHROEDER. And, Myriam, I've known you from before, it's wonderful to see you at the witness table, so welcome, and the floor is yours.

STATEMENT OF MYRIAM MIEDZIAN Ph.D., AUTHOR, "BOYS WILL BE BOYS: BREAKING THE LINK BETWEEN MASCULINITY AND VIOLENCE," NEW YORK, NY

Ms. MIEDZIAN. First I want to thank the committee for the opportunity to come and address you. My testimony is based on the four and a half years of research I did for my book, *Boys Will be Boys: Breaking the Link Between Masculinity and Violence.* The book's focus is on how we can change the socialization of boys to decrease violence.

I will begin by summarizing research which indicates that boys raised with an involved caring, nurturant father in the home are less likely to be violent than boys deprived of such a father.

I will go on to describe some programs which have been successful in teaching parenting skills to young boys and to fathers, and imbuing them with a sense of the enormous responsibilities of fatherhood.

And, I must start with a caveat. In the social sciences, the concern is with statistically significant trends. It is a fact that many single mothers do succeed in raising fine, responsible, non-violent sons.

Sociological studies of delinquent boys revealed that a high percentage of them come from fatherless families, and have no consistently present male figure who they can identify with and model themselves on. This often leads to "an almost obsessive concern with proving masculinity."

In keeping with these findings, between 1960 and 1987, homicide rates have gone up by 85 percent, and rates of children born to single mothers have gone up by 350 percent. Divorce rates have soared during the same time period, leaving many boys without or with very little nurturant fathering.

Cross-cultural anthropological studies indicate that violent behavior is often characteristic of male adolescents and adults in tribes where fathers are absent or play a small role in their son's early rearing.

Analogously to sociologists, anthropologists conclude that boys raised by women alone, or mainly by women, lack a primary sense of masculine identity, and must prove their masculinity by going to extremes.

A growing psychoanalytic literature analyzes the difficult psychological process through which boys raised by women alone develop a male identity.

In our society, the tendency towards violence on the part of fatherless boys is exacerbated by a culture of violence which surrounds boys with extremely violent and often sadistic role models, whether it be in films, TV, heavy metal, rap, et cetera.

Boys raised with nurturant, caring, highly-involved fathers developed a primary male identity. They model themselves on their fathers from the youngest age. They do not need to prove that they are real men by being tough and violent. Their model of masculini-

ty includes nurturance, caring and empathy which they experienced from their fathers.

Nurturant fathering has another extremely beneficial side effect. A mother who raises her children together with a husband, who is an involved nurturant father, is far less likely to be overwhelmed by the enormous demands of child rearing, and is less likely to physically abuse her children. Physically abused children are more likely to abuse their own children and to commit acts of criminal violence.

Over 326,000 Americans have been murdered in the last 15 years. This is more than six times as many as have lost their lives in combat in the Vietnam War and all subsequent US military actions.

If we want to begin to deal with our domestic national security crisis, we must do everything possible to encourage nurturant, responsible fathering.

I recommend the introduction of mandatory child rearing classes in our schools, starting at the very latest in fifth grade. I visited parenting classes at a private school and at several inner-city elementary and junior high schools, where many, if not most, children are fatherless. I was enormously impressed by the level of interest and enthusiasm demonstrated by virtually every boy, regardless of race, ethnicity or social class. I came away convinced that most boys are as capable of being interested in children and child rearing as are girls.

Unfortunately, our culture discourages this interest in them from the youngest age.

When classes in child rearing are mandatory, boys are given permission to express it.

The child rearing program I visited centers on a parent bringing a baby or toddler to class once a month. Students observe the child's behavior, interact with the child, and ask questions about what it is like to be a parent. Students keep a chart of the child's progress and keep work books which encourage observation, psychological insight and sensitivity.

Teachers impart basic knowledge about child development. Let me add that the cost of this program, which is run by Education for Parenting in Philadelphia, is $35.00 per student for initial implementation. I ask you to compare that cost with the cost of foster care for abused children, the cost of incarcerating violent criminals, or the cost of keeping low-birth weight infants alive, which for just one day costs $4,500.00.

Now, I observed equally impressive classes in child development taught to high school juniors and seniors, this was at a much more sophisticated appropriate level.

These programs, in teaching child rearing, deter violence in three ways: one, they encourage nurturant, caring, informed fathering; two, they strongly discourage child battering; three, teachers and administrators involved in the programs report a decrease in teenage pregnancy.

When students fully understand the awesome demands of responsible parenting, they decide to put off having children until they are financially and emotionally able to deal with the responsibility.

When teenage pregnancy has already occurred, I recommend the kind of program developed at a Philadelphia Hospital. When a single pregnant teenager comes in, she is asked for the name of the child's father. He is then invited to join a program for teenage fathers, geared towards providing the boys with basic child care information and encouraging them to take emotional and financial responsibility for their offspring.

A survey of the program reveals that 82 percent of the boys, a vast majority of whom are low-income, African Americans, see their children regularly, and 76 percent pay some child support.

I have focused here on those programs that I have researched and been highly impressed with. I would like to add that I also favor responsible measures or incentives, economic and/or social, to encourage nurturant, responsible fathering, as well as changes in the workplace of the kind that have been described by the earlier panelists.

Thank you.

Chairwoman SCHROEDER. Thank you very much. That's positively fascinating. We are both sitting here thinking about how interesting all that is.

[Prepared statement of Myriam Miedzian follows:]

PREPARED STATEMENT OF MYRIAM MIEDZIAN, PH.D., AUTHOR, BOYS WILL BE BOYS: BREAKING THE LINK BETWEEN MASCULINITY AND VIOLENCE, NEW YORK, NY

My testimony is based on the four and a half years of research I did for my book, Boys Will Be Boys: Breaking The Link Between Masculinity And Violence. The book's focus is on how we can change the socialization of boys to decrease violence. My research included over 130 interviews with specialists and/or practitioners in relevant areas.

I begin by summarizing social science research which indicates that boys raised with an involved, caring, nurturant father in the home are less likely to be violent than boys deprived of such a father. I then briefly outline how the situation is aggravated in our society by the kinds of male role models that are presented to boys in the mass media. I go on to describe some programs which have been successful in teaching parenting skills to young boys and teen fathers and imbuing them with a sense of the enormous responsibilities of fatherhood.

I must start with a caveat. Many single mothers succeed in raising fine, responsible, non-violent sons. Nevertheless, raising a son without a nurturant father in the home significantly increases the likelihood of the boy becoming violent. This is akin to cigarette smoking which significantly increases ones chances of developing cancer despite the fact that

many cigarette smokers live to a ripe old age. In the social sciences, as in the medical sciences, the concern is with statistically significant trends.

Sociological studies of delinquent boys reveal that a high percentage of them come from families in which there is no father. In a 1962 article, "Lower Class Culture as a Generating Milieu of Gang Delinquency," which is considered a classic in the field, sociologist Walter B. Miller pointed out that the extreme concern with toughness and the frequent violence in lower-class culture probably originates in the fact that for a significant percentage of these boys there is no consistently present male figure whom they can identify with and model themselves on . Because of this they develop an "almost obsessive....concern with 'masculinity,'" which Miller refers to as "hypermasculinity." It is worth noting here that, in keeping with Miller's thesis, between 1960 and 1987 homicide rates have gone up by 85 %. During the same time period the percentage of children born to single mothers has gone from 5.3% of all births to 24.5% of all births. In 1987, 62.2% of all births to African American women were to single mothers. Accordingly, African American men are highly over represented in terms of being both perpetrators and victims of violent crime. Divorce rates have also soared during the same time period adding to the number of boys growing up without nurturant fathering or very little nurturant fathering, since many divorced fathers rarely see their children. While Miller's focus was on lower class boys, an increasing number of boys of all social classes are growing up with little fathering. Increases in violence in the last thirty years are not limited

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to lower class boys.

Cross-cultural anthropological studies indicate that violent behavior is often characteristic of male adolescents and adults whose fathers were absent or played a small role in their son's early rearing. For example anthropologists Beatrice Whiting's and John Whiting's study of children in six cultures revealed that those tribes in which the father was most loosely connected with the family and had least to do with the rearing of children, were the most violent. These findings are corroborated by other studies. While sociologists write about "hypermasculinity," anthropologists write about "protest masculinity." They are both talking about the same problem. Boys raised by women alone, or mainly by women, lack a primary sense of masculine identity. Their first identification is with their mothers. Their male identity is a secondary identity . Anthropological studies reveal that in tribes where boys are raised almost exclusively by women, boys must often go through cruel, excruciating initiations rites in order to rid themselves of their female identity and enter the world of men. In our own society, which is sorely lacking with respect to nurturant fathering, fraternity initiation rites, often quite cruel and painful, may serve the same purpose. In her book, Fraternity Gang Rape, anthropologist Peggy Sanday writes that fraternity initiation rites "separate boys from psychological and social bonding to their mothers and forge new bonds centered around men." Proving manhood may even involve participation in gang rape. A University of Florida administrator confirms this, when in a February 17, 1986 New York Times article

reporting on high rates of gang rape on college campuses, he is quoted as stating that " The men almost cannot say no, because if they do their masculinity will be in question." Analogously, boys who wish to join gangs in our inner cities must often show their willingness to rob and kill before being fully accepted. Boys must reject "feminine" attributes such as empathy, crying, caring, feelings of nurturance for the young, and prove their masculinity by adhering to what I refer to as the values of "the masculine mystique"-- toughness, dominance, emotional detachment, callousness toward women, eagerness to seek out danger and to fight. A growing pyschoanalytic literature explains and analyzes the difficult psychological process through which boys raised by women develop a male identity.

Boys raised with nurturant, caring, highly involved fathers in the home develop a primary male identity-- they can model themselves on their fathers from the youngest age. They do not need to prove that they are real men by being tough, violent, obsessed with dominance. Their model of masculinity includes nurturance, caring, and empathy which they experienced from their fathers. Since they are secure in their masculinity, they do not have the need to look down at and disparage everything feminine in order to establish a masculine identity.

The importance of paternal involvement in deterring violent behavior recently received further confirmation when the results of a twenty-six year longitudinal study of empathy, carried out by psychologist Richard Koestner and colleagues, were published. The researchers found that the single factor most highly linked to empathic concern on the part of children was the level of

paternal involvement in child care. Earlier studies indicate that empathy is inversely related to violent behavior.

Nurturant fathering has another extremely beneficial effect. It tends to improve the quality of mothering. Let me first illustrate this with an example. When I visited a parenting class for teenage mothers in a New York City High School, it soon became apparent that virtually every girl had been abandoned by the father of her child. (In our inner cities, impregnating girls is often a way to prove manhood to one's peers. Taking financial and emotional responsiblity for these children is not part of the prevalent concept of manhood.) Their anger and cynicism was strong. When I asked the girls if they thought these experiences and angry feelings had any influence on how they felt about their sons, one girl responded, "Some people do treat them mean 'cause they come out lookin' like their father." Many heads nodded in agreement. In his research on hyperaggressive children, psychologist Brent Willock has found that often the emotional and physical abuse that these children experience results from having mothers "who became overwhelmed and depressed by stressful life circumstances combined with a lack of emotional support(poor marital relationship or none at all, lack of extended family etc.) I want to emphasize here that the difficulty of being a single mother, or a mother whose husband participates very little or not at all in child-rearing is not limited to poor or working class women. It also affects many middle and upper middle class working women who often work a "second shift" when they get home. In The Second Shift, a study of working couples with children,

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sociologist Arlie Hochschild found that only one in five men were as actively involved in child-care and housework as their wives. It is difficult to escape the conclusion that in many cases these mothers' physical and mental exhaustion, and anger will affect negatively their relationship to their children, leading in some cases to physical and/or emotional abuse.

The difficulties and dangers of a mother raising children with little or no help from the father are severely aggravated when a child suffers from problems such as attention deficit disorder with hyperactivity, mental retardation, or severe learning disability. Millions of American children, a majority of them boys, are afflicted with these conditions. Even for financially secure parents who share child care, the difficulties involved in raising boys who have these problems are enormous. But since many of these conditions are more prevalent among the lower socio-economic classes, these boys are often raised by poor, uneducated, single mothers. In a guidebook for correctional administrators, published by the U.S. Department of Justice, National Institute of Corrections, it is estimated that approximately 40% of the U.S. prison population suffers from learning disability, and up to 30 % of criminal offenders are mildly mentally retarded.

Another factor that seriously aggravates the absence or lack of nurturant involvement on the part of the father is the culture of violence in which most American children grow up. In an age of advanced technology, American boys are surrounded by violent male role models in all areas of entertainment. Our culture of violence encourages viewing murder, rape , and assault as fun.

Children watch an average of 24 hours of TV a week. The National Coalition on Television Violence estimates that the average child will have seen approximately 26,000 murders on TV by the age of eighteen. This does not include movies seen on video or at movie houses. Over 235 studies have been carried out in the last 40 years on the effects of viewing violence in films and on TV. The vast majority indicate that viewing violence encourages violent behavior. For many boys without fathers the violent male heroes of slasher/ horror films, adventure films (which are really non-stop violence films), and TV police shows and cartoons, are enormously influential.

If we want to begin to curtail our scandalous rates of violence, we must do everything possible to encourage nurturant responsible fathering.

I recommend the introduction of mandatory child-rearing classes in our schools starting at the latest in 5th grade. Education for Parenting, a Philadelphia based group, has developed an excellent curriculum in this area. I visited parenting classes at several inner city Philadelphia elementary and junior high schools where many if not most children are fatherless, and at the Germantown Friends School, a private Quaker school. I was enormously impressed by the level of interest and enthusiasm demonstrated by virtually every boy in every class I visited, and came away convinced that most boys are just as capable of being interested in and involved with children and child-rearing as are girls. Unfortunately our culture

discourages this interest from the youngest age. When classes in child-rearing are mandatory, boys are given permission to express it. The program centers on a parent, usually a mother, bringing her baby or toddler to class once a month. The students observe the child's behavior, often interact with the child, and ask the mother questions about what it is like to be a parent. Students keep a chart of the child's progress and make predictions each month, before the child's visit, as to what the child will be able to do. They also keep work books which encourage observation, psychological insight, and sensitivity. Teachers impart basic knowledge about child development.

At the High School for the Humanities in N.Y.C., a highly integrated school both racially and socially , classes in child development are taught to juniors and seniors. It is a sequential course that starts with prenatal care and includes topics such as "The Toddler (Age 1 to 3 Yrs.): Intellectual and Language Development, the Need for Parental Stimulation" Here again I was highly impressed with the quality of the curriculum and the level of intense interest exhibited by male students. Let me mention that the Health teacher who together with a child psychiatrist developed this curriculum did so when in the course of teaching a Health class in a vocational high school, he became aware that his students had no idea that there was any way of disciplining children other than beating them.

The programs I have briefly described strongly discourage beating children. Boys (and girls) who are physically abused have a high rate of abusing their own children, and are more likely to commit acts of criminal violence as adults. These

programs encourage nurturant, caring, informed fathering and mothering. Teachers and administrators involved in the programs also report a significant decrease in teenage pregnancy. When students fully understand the awesome demands of responsible parenting, they decide to put off having children until they are financially and emotionally able to deal with the responsiblity. The tragedy of single teenage girls giving birth to babies many of whom will grow up to be violent is averted.

When teenage pregnancy has already occurred , I recommend the kind of program developed at the Medical College of Pennsylvania, a teaching hospital in Philadelphia. When a young woman comes in pregnant, she is asked for the name of the child's father. He is then contacted and asked to join a program for teenage fathers geared toward providing the boys with basic child care information and encouraging them to take emotional and financial responsiblity for their offspring. A survey by Lee Willis, who runs the program, reveals that 82% of the boys, a vast majority of whom are low income African Americans, see their children regularly and 76% pay some child support. This level of involvement and responsibility is extremely high compared to that of their peers. One of the major hurdles Willis must overcome in order to get the boys involved in fathering is "the stigma of being a nurturer." They fear being perceived as effeminate by their peers if they push a baby carriage or hold their baby close. Once the counseling and peer support groups at the hospital help them get over this fear, many of these young men will say: "I've always wanted to do this but I

was afraid of being called gay."

The fear expressed by these boys gets to the gist of a major obstacle to encouraging loving nurturant fathering in boys. Many parents are afraid to encourage traits such as empathy, sensitivity, caring, in their sons because they fear that they will be weak and "effeminate." Many parents also discourage any form of rehearsing fathering in boys -- such as playing with dolls or baby carriages-- because they fear that their sons will grow up to be gay if they indulge in such play. There is an obvious absurdity here-- only heterosexual men become fathers, hold their babies, push their baby carriages. How can rehearsing a heterosexual role lead a boy to become homosexual?

I have focused here on those programs that I have encountered and been impressed with in the course of my research, but I would like to add that I also favor responsible measures or incentives, economic and/or social, to encourage nurturant responsible fathering. Changes in the workplace to accommodate responsible, caring fathering are also clearly indicated. It is beyond my expertise to make specific recommendations in this area.

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Chairwoman SCHROEDER. Let us move on to our next witness, William Mattox. We are very happy to have you this morning, and the floor is yours.

STATEMENT OF WILLIAM R. MATTOX, JR., DIRECTOR OF POLICY ANALYSIS, FAMILY RESEARCH COUNCIL, WASHINGTON, DC

Mr. MATTOX. Thank you, Madam Chairwoman. I want to thank you for the opportunity to testify this morning, and to commend you for holding this hearing on what I think is one of the most important, yet often overlooked, issues of our day, which is the need to build stronger ties between fathers and their children.

I also want to pay tribute to the distinguished Ranking Member, Mr. Wolf. He doesn't know this, but a few years ago I was working here in Congress for another member of Congress, a member from the other party, and, typically, I did not pay that much attention to "dear colleagues" that came across my desk coming from Republican members, but one day I remember a "dear colleague" sent around by Mr. Wolf and Mr. Coats, urging members to watch this film that he made reference to a few minutes ago, *Where's Dad?* And, that really struck me as interesting, and it was then with great interest that I read an article a few months thereafter about some of the changes that Mr. Wolf had made in his own work life, and work environment, and setting up this phone line for his children and things of that nature, and even though at the time I had no children, I must say that it made an impression on me and has helped influence some of the decisions I've made in my own life in terms of work and family.

I'd like to offer, if I can, 12 suggestions to business and government leaders who are interested in promoting a more "father friendly" workplace.

The first suggestion that I would make is this: be aware of wolves in "family friendly" clothing. As you know, Madam Chairwoman, "pro-family" and "pro-child" imagery is often used to sell ideas, products and policies which are anything but "family friendly." I can think of no employee benefit that could be less worthy of the "family friendly" label than day care for ill children.

If ever there were a time for work obligations to take a back seat to family responsibilities, it's when a child is sick. Nevertheless, you'll find people who will include this among "family friendly" policies, and I think that we need to make a distinction between those policies that are "business friendly" and those that are "family friendly." I think we need to acknowledge up front that quite often those two things are not at odds with one another, that there are many, many policies, especially when you think in terms of the long run, that are both "family friendly" and "business friendly."

But, we should certainly recognize here at the outset that just because something or someone may want to claim something is "pro-family," that there are, unfortunately, many "teflon" benefits, if you will, employee benefits to which the "family friendly" label cannot stick.

The second point I'd like to make is this: in distinguishing between various benefits, and determining which ones are, in fact,

"family friendly," I think we need to establish as the number one criteria that the benefit or policy "put children first," that is, that it put a paramount consideration on the child's need for time with parents, rather than the employer's need for time from the working parent.

The third thing I'd like to suggest is that we recognize that kids need more than just scraps of parental time. A recent study found that U.S. parents today spend roughly 40 percent less time with their children than parents a generation ago. Moreover, a recent study by Armand Nicholi at Harvard, found that U.S. parents today spend less time interacting with their children than parents in any other country in the world except Great Britain.

Despite the serious social problems rooted in America's parenting deficit, many of which have been outlined by some of the other panelists, there are forces in the U.S. today that argue that all children really need from mom and dad is just some strategically-timed "quality" interaction—12 weeks of "bonding" at the beginning of life, some down-on-the-floor-with-the-blocks time together in the evening after mom and dad unpack their briefcases, that kind of thing. Obviously, there's little question that children do need quality interaction with their parents, but I think it's important that business and government policymakers recognize that, as Mr. Wolf pointed out, children also need quantity of time.

Indeed, Nicholi said that he regards time much like oxygen—that there's a minimum amount that's needed to survive, and that less than that amount may cause permanent damage.

So, obviously, when we approach this issue, we must recognize that America's "family time famine" cannot be solved by feeding children mere "scraps" of parental time.

The fourth thing that I'd like to suggest is that we need to urge fathers to balance working families over the life cycle. In recent years, families in America have increasingly: [1] had both spouses employed full time while children are young; and [2] had one or both spouses retire before age 65. Taken together, these two trends have created a peculiar "middle-aged bulge" in the allocation of work and family responsibilities over the life cycle.

To alleviate the "task overload" that many mothers face, author Arlene Cardozo advocates "sequencing": that is, dramatically downshifting or halting one's career involvement when children are young and then gradually accelerating one's career commitments as children mature.

I believe this is a very sensible strategy for many mothers, but I want to emphasize here this morning that I believe many fathers can benefit too from seeking to do it all, if you will, over the course of their lifetimes, instead of all at once. I can attest first hand to the benefits of such life cycle strategies. My father worked for a number of years as an admissions director for a major university, a job which afforded him considerable time with his family. But, after his five children had all reached adulthood, he quit his job at age 56, got a scholarship to go to law school, and is now fulfilling a life-long career goal by practicing law.

I believe that this is the kind of life cycle strategy that we need to be encouraging many men to consider, and I think the key to faciliting that kind of strategy is for employers to give workers

greater flexibility. Flexible employment policies, like flextime, compressed work weeks, part-time work, job sharing, home-based employment, performance-based management and parental preference policies all give parents significant control over when, where and how much they work for pay. This, I think, is critical in helping fathers develop the proper work pace at whatever station in life they happen to be.

So, I would give a strong endorsement to thinking about balancing work and family, not just as a given point in time, but in terms of the entire life cycle, and I think it would be useful for us to link, if we can, the need for family time among 20-something and 30-something parents with the growing early retirement trend among 50- and 60-something "empty nesters."

I know there are some early retirees who have bought themselves RVs, and are now driving around the country sporting bumper stickers that brag about how they are spending their children's inheritance. I think it would be useful for us to develop an alternative bumper sticker, Madam Chairman (and I can think of few people better to do this than yourself, in view of your ability to come up with quick, clever, catch phrases) that that might say something to the effect of, "I'm foregoing my early retirement tomorrow to enrich my children's lives today."

Number five, I believe we need to emphasize the importance of viewing dad and mom as a unit. Not only should we be concerned about helping fathers balance work and family at a particular point in time, and over the life cycle, but we need to recognize that whatever dad does, just as whatever mom does, is going to have an effect on the other spouse. For that reason, I am far more attracted to those policies that offer flexibility instead of rigidity, because I believe flexibility helps each family find the best solution for itself.

As it has been pointed out earlier, families decide to balance work and family in a multiplicity of ways, and I think that we need to recognize that parents themselves are often far more creative and innovative and better able to solve these kinds of problems than are policymakers looking at these issues from a distance.

Number six, I think we should be careful not to assume that dads in two-earner homes want or need day care. Here I can speak from personal experience. There is, I think, a perception among many that most couples that have two incomes lack access to high-quality center-based care, and, yet, recent research by Barbara Whitehead of the Institute for American Values, and reams of poll data show that quite often what parents in two-income families are seeking to do is to find a way to maximize the amount of time that they have with their children.

I believe that this is finally coming to the realization of some of those in Congress. I noticed in the current issue of Mother Jones that George Miller of California, one of the leading day care advocates in the Congress, made this comment: "I spent eight years in getting the child-care bill passed in Congress, and at its zenith, there was never a child-care movement in the country. There was a coalition of child advocacy groups, and a few international unions that put up hundreds of thousands of dollars, and we created in the mind of the leadership of Congress that there was a child-care

movement—but there was nobody riding me. And not one of my colleagues believed their election turned on it for a moment."

I would hope that business policymakers, in light of Miller's confession and recent poll data, would be careful that they do not allow some of the same union leaders and day-care advocates that have successfully pushed federal legislation through Congress to push more and more day care on the business community.

The seventh point that I'd like to make is this: I believe that policymakers should favor wages and flexible work arrangements over service-oriented benefits. I believe the best employment policies for families are generally those which increase the take-home pay of parents, via higher wages, and those which give parents greater control over when, where and how much they work. Such policies are generally superior to service-based benefits, because they give parents greater freedom to make the kinds of decisions that they think are best for their families.

Number eight, we need to be careful that we don't penalize families that care for their own children. I'm concerned that some employee benefit plans pose equity problems, because they favor families that utilize certain employer-provided market services over other employees who choose not to do so. Accordingly, I believe that it's important (as the previous panel noted) that we encourage greater cafeteria benefit plans, so that there can be an opportunity for parents to select among a menu of options those benefits that would most help them.

I think we also would be cautious about mandating benefits, and I would speak particularly here to the issue of parental leave, and the current proposal before Congress to mandate leave.

A recent study by researchers at the University of Connecticut and at Cornell, found that employers typically do not hire a replacement worker to fill in for the women on maternity leave, but they instead spread the leave-taker's work load among existing employees.

This research, no doubt, helps to explain why studies show the cost of mandated leave to employers is modest, but it demonstrates that the "gains" made by some employees via mandated benefits often impose significant costs in time and money on other workers.

I'm particularly concerned that many fathers, who typically favor options like flex-time and home-based work over paternity leave, could be disadvantaged because if a short-handed employer is needing to have a certain number of employees cover the centralized workplace during normal business hours, it may hinder his ability to offer flexible benefits to other employees.

I'm not, in any way, suggesting that parental leave or paternity leave should not be among the benefits that are offered to employees, I'm merely suggesting that there's a need for those types of benefits to be offered within the context of the cafeteria benefits plan, and, unfortunately, the federal legislation does not do this.

Madam Chairwoman, I know that you and Congressman Wolf have been quite involved in recent weeks in promoting a pro-child tax relief, something that I greatly applaud. I was quite encouraged to see a few weeks back that Senator Gore and Congressman Downey had joined you in proposing a plan that was similar in many ways to the proposal that Congressman Wolf has introduced.

And, while there are many things to praise in their legislation, I would note that there is a provision that would repeal the Young Child Tax Credit, which was created last year to attempt to address the existing tax bias against parents that care for their own children. Thus, Gore and Downey, who are both sponsors of family leave legislation, are encouraging families to take time off to care for children but then removing a tax benefit that helps them to do that. I think we should be concerned about this inconsistency. I think Congress should resist effort to repeal the Young Child Tax Credit.

The ninth suggestion that I would make is that we recognize that dads and moms are not interchangeable, that by virtue of their gender moms and dads each make unique contributions to a child's life.

I think we also, number ten, should be talking more about "good" and "bad" dads than about "new" and "old" dads, because I think we must avoid the insinuation that all fathers of previous generations were delinquent, or that all fathers of this generation deserve praise.

Number eleven may appear to be kind of a peculiar suggestion, but bear with me here. I believe one of the most important things we need to do is to give mothers at home the respect they are due.

There are a lot of people who have long hoped that a rise in the two-career family would spur men to take a more active role in fathering. But, several studies, including one by University of Virginia Sociologists Steven Nock and William Paul Kingston show that fathers in two-income families actually spend less time with their children than do fathers in traditional breadwinner-homemaker households.

There are a number of possible explanations for this. One research review said that the reason for this was that guilt-ridden, same-shift wives "essentially push their dads out of the way in their rush to spend time with baby at the end of the day." I'm certain that logistical problems do play a role in this. I know from my own experience, when my wife and I were both working the same shift, that our time in the evenings was quite often spent doing things like cooking and cleaning, and all sorts of various household chores that would not lend themselves to providing quality time for the children as well.

But, it strikes me that part of the reason for the discrepancy in paternal time with children may be that many fathers have decided that if spending time with children is as unfulfilling and immaterial as some maternal employment advocates claim, their time would be better spent elsewhere.

So, ironically enough, it seems to me that part of the key to stimulating greater father-child interaction may be extolling the contribution that mothers at home make as part of an overall effort to increase support for parenting and familial child rearing in general.

Finally, my twelfth suggestion would be to give fathers more homework. I believe that special attention should be given by policymakers to removing impediments to home-based employment, thereby helping to usher in a 21st Century computer-driven version

of the old agrarian economy, in which the home is a major center of economic production for both mothers and fathers.

Certainly, home-based employment is not a panacea, but I believe, and can see from my own experience, that there are many benefits to home work. Not only are home-based parents more accessible to their children throughout the day, but they can often organize their work schedules around family events, and can model work roles for their children.

Madam Chairman, again, let me commend you for putting this hearing together, and for focusing attention on this very important issue. I hope that with your committee's "consciousness-raising" efforts will, in the words of the ancient Hebrew Prophet Malachi, help "turn the hearts of the fathers to their children."

Thank you very much.

[Prepared statement of William Mattox follows:]

PREPARED STATEMENT OF WILLIAM R. MATTOX, JR., DIRECTOR OF POLICY ANALYSIS, FAMILY RESEARCH COUNCIL, WASHINGTON, DC

MADAME CHAIRWOMAN, I want to thank you and the distinguished ranking member, MR. WOLF, for giving me the opportunity to testify before your committee today on the need for "family-friendly" employment policies which make it easier for fathers to take an active, hands-on role in raising children.

As you know, reams of social science data confirm what common sense has always told us: that a father's presence in the home and his active participation in family life are extremely important to child well-being. Given this data -- and an abundance of evidence showing that many children in America today are suffering from "father absence" -- I believe today's hearing is focused on one of the most critical, yet often overlooked, issues of our day.

Accordingly, I want to commend you, MADAME CHAIRWOMAN, for holding this hearing on "father-friendly" employment policies. My hope is that your committee's "consciousness-raising" efforts will, in the words of the ancient Hebrew prophet Malachi, help "turn the hearts of the fathers to their children."

Suggestions for Policymakers

MADAME CHAIRWOMAN, I would like to offer 12 suggestions for government and business policymakers interested in fostering a more "father-friendly" workplace:

1. Beware of wolves in "family-friendly" clothing.

"Pro-family" and "pro-child" imagery is often used to sell ideas, products, and policies which are anything but "family-friendly." For example, no employee benefit could be less worthy of the "family-friendly" label than day care for ill children. If ever there were a time for work obligations to take a back seat to family responsibilities, it is when a child is sick.

Day care for ill children may be "business-friendly" to the extent that it reduces employee absenteeism, but no amount of clever packaging (a Minnesota center is called "Chicken Soup," a Delaware center, "Sniffles and Sneezes") can change the fact that these programs place far greater importance on fulfilling the needs of the employer than on fulfilling the needs of employed parents and (in particular) their children.

I am not suggesting that business and family interests are always at odds with one another. In the short- and (especially) the long-run, there are many "win-win" policies which are both good for families and good for employers.

I am merely suggesting that some highly-touted employee benefits are (to borrow one of one your favorite terms, MADAME CHAIRWOMAN) "Teflon" benefits -- benefits to which the "family-friendly" label cannot stick.

2. Put children first.

How can policymakers separate legitimate "family-friendly" policies from counterfeits? I can think of no better guide than to ask: Does this policy put children first? Does it give paramount consideration to a child's need for the active involvement of both parents? Or does it give paramount consideration to the interests of those interested in subordinating family to work?

3. Recognize that kids need more than "scraps" of parental time.

A recent study found that U.S. parents today spend roughly 40 percent less time with their children than parents a generation ago. Moreover, a review of cross-cultural research by Armand Nicholi of Harvard University found that U.S. parents today spend less time interacting with their children than parents in any other country in the world except Great Britain.

Despite the serious social problems rooted in America's parenting deficit, some forces in the U.S. today argue that all children really need from Mom and Dad is some strategically-timed "quality" interaction -- 12 weeks of "bonding" at the beginning of life, some down-on-the-floor-with-the-blocks time together in the evening after Mom and Dad unpack their briefcases, that kind of thing. While there is little question that children need "quality" interaction with their parents, policymakers also should be concerned about the "quantity" of time children spend with Dad and Mom. As Nicholi puts it:

> [T]ime is like oxygen. There's a minimum amount that is needed to survive. Less than that amount may cause permanent damage. And I think the same holds true for a child's time and exposure to both parents.

Clearly, America's family time famine cannot be solved by feeding children mere "scraps" of parental time -- however high in quality those scraps might be. Thus, one of the major goals of any "family-friendly" employment policy must be that it facilitate parent-child interaction, that it make it easier for parents to spend large quantities of high quality time with their children.

4. Urge fathers to balance work and family over the life cycle.

In recent years, families in America have increasingly: (1) had both spouses employed full-time while children are young; and (2) had one or both spouses retire before age 65. Taken together, these two trends have created a peculiar "middle-aged bulge" in the allocation of work and family responsibilities over the life cycle.

To alleviate the "task overload" many mothers face, author Arlene Cardozo advocates "sequencing": that is, dramatically downshifting or halting one's career involvement when children are young and then gradually accelerating one's career commitments as children mature.

While this is a sensible strategy for many mothers, fathers too can benefit from seeking to "do it all" over the course of their lifetimes instead of all at once. Indeed, I can attest, first-hand, to the benefits of such life-cycle strategies. My father worked for a number of years as an admissions director for a major university, a job which afforded him considerable time for his family. After his five children all reached adulthood, he quit his job at age 56, got a scholarship to go to law school, and is now fulfilling a life-long career goal by practicing law.

How can policymakers help other fathers develop similar life cycle strategies? The key is providing flexible employment policies -- like flextime, compressed work weeks, part-time work, job sharing, home-based employment, performance-based management, and parental preference policies -- which give parents significant control over when, where, and how much they work for pay. Not only do such flexible employment policies help fathers balance work and family responsibilities at any given point in time, but they help family-oriented workers balance work and family responsibilities over the life cycle by adjusting their work "pace" according to their particular station in life. For example, men might work at a "sprinter's" pace prior to marriage and childrearing, switch to a "miler's" pace during peak childrearing years, return to a "sprinter's" pace as children leave the home, before easing into retirement at a "marathoner's" pace.

It is important to note that policymakers should seek to help fathers make career progress at each stage along the way. Just as a college student who reduces his courseload from one semester to the next continues to progress (albeit at a slower pace) to graduation, fathers who downshift from a "sprinter's" pace to a "miler's" pace should be able to continue to make career progress (albeit at a slower pace).

It is also important to recognize that the two trends cited above are mutually reinforcing: as more fifty- and sixtysomething "empty nesters" retire early, more twenty- and thirtysomething couples with

children must work longer hours to support them through Social Security and other retirement programs, which in turn leads many younger workers to burn out and seek early retirement while they are still physically vigorous and mentally sharp.

Thus, government policymakers may want to consider linking proposals designed to alleviate time pressures on families with young children (such as pro-child tax relief) with policies designed to encourage a more productive role for fiftysomething and sixtysomething individuals (such as phased retirement plans and higher retirement ages).

5. View Dad and Mom as a Unit.

In crafting family-friendly employment policies, business and government leaders must recognize that fathers and mothers are interdependent, rather than independent, actors. This means that the way each spouse organizes time significantly affects how the other meets work and family responsibilities. It also means that, given the variety of factors which influence work-and-family decisions, different families adopt different strategies for balancing their responsibilities. For example, a family in which one spouse has significantly higher earning power than the other spouse is more apt to adopt a traditional breadwinner-homemaker strategy than is a couple in which both spouses have more equivalent earning power. Likewise, a household in which both spouses have computer skills is more likely to have the one or both parents working regularly from home than is a family in which both spouses lack such skills.

The fact that different families can, will, and should organize work and family responsibilities in different ways argues strongly for employment policies which are flexible, not rigid. Given the uniqueness of every situation, decisions about which spouse works when and where and for how long should be made by families -- not by central planners interested in socially engineering certain outcomes.

This does not mean that policymakers should be neutral about which strategies families adopt. Clearly, policymakers should favor those strategies which permit families to meet both their income-producing and childrearing responsibilities over those strategies which transfer childrearing responsibilities to other institutions.

6. Don't assume dads in two-earner homes want or need day care.

As it was noted above, families employ a variety of strategies to meet their work and family responsibilities. In many two earner families today, spouses stagger their work schedules to maximize the amount of time that at least one parent is home to care for children. The most common "tag-team" or "split-shift" arrangement is one where the father works a standard day-shift and the mother works part-time in the evenings or on weekends.

While some policymakers and day care advocates argue that most "tag-team" couples that care for their own children do so because they lack access to "high-quality" center-based day care, field interviews by social historian Barbara Dafoe Whitehead of the Institute for American Values suggest otherwise. "Most parents believe the safest and best child care is provided by a parent or close relative," Whitehead reports. A number of recent surveys support her case (see attached fact sheets on poll data), as does a 1989 University of Michigan study which found that most employed mothers opt for care by fathers or other family members out of preference rather than necessity.

The fact that families prefer parental care of children over institutional day care helps to explain why parents never marched in the streets for the day care bill passed last year by Congress. As Rep. George Miller (D-CA) acknowledges in the current issue of Mother Jones magazine:

> I spent eight years in getting the child-care bill passed in Congress, and at its zenith, there was never a child-care movement in the country. There was a coalition of child-advocacy groups, and a few large international unions that put up hundreds of thousands of dollars, and we created in the mind of the leadership of Congress that there was a child-care movement -- but there was *nobody* riding me. And not one of my colleagues believed their election turned on it for a moment.

Miller's confession -- along with all of the research data on parental preferences -- should give pause to business leaders being lobbied

for more on-site day care by the same union leaders and day care advocates that pushed federal legislation through Congress.

7. Favor wages and flexible work arrangements over service-oriented benefits.

The friendliest of all "family-friendly" government economic policies are those which increase the take-home pay of parents by reducing the extraordinary tax burden that families with children bear. The beauty of such tax-based policies, particularly when contrasted against various government services, is that they give parents greater economic autonomy. They give parents the economic freedom to choose for themselves how to blance work and family.

Similarly, the best employment policies for families are generally those which increase the take-home pay of parents via higher wages and those which give parents greater control over when, where, and how much they work. Such policies are generally superior to service-oriented benefits because they give parents greater economic autonomy. While there are exceptions to this general rule -- paid vacation is one, some would argue health insurance is another -- there is reason to be wary of employee benefits which significantly increase the corporation's influence over critical family functions, like childrearing.

8. Don't penalize families that care for their own children.

Some employee benefit plans pose serious equity problems. For example, suppose two workers doing the same job are each offered a compensation package which includes certain benefits (such as job-guaranteed paid parental leave and corporate day care) which are utilized by one employee, but are of no interest to the other. Unless the latter employee is able to opt for higher wages or other desired benefits of comparable value (for example, dental insurance or more paid vacation days), he or she will be penalized for adopting a work-family strategy that seeks to avoid use of market services designed to replace family functions. He or she will essentially receive unequal compensation for equal work.

This scenario underscores the need for cafeteria benefit plans which give workers an opportunity to select from a menu of options those

benefits they would most like to have. In addition, this scenario suggests government-mandated employee benefits could pose potential equity problems. For example, a recent study conducted by researchers at the University of Connecticut and Cornell University found that employers typically do not hire a replacement worker to fill in for women on maternity leave, preferring instead to spread the leave-taker's work load among existing employees. This research helps explain why studies show the cost of mandated leave to employers is modest, and it demonstrates that the "gains" made by some employees via mandated benefits often impose significant costs -- in lost time and money -- on other workers.

Indeed, there is reason to believe a government-mandated parental leave policy would crowd out "family-friendly" employment options -- like flextime and homework -- which are popular with employed fathers. Given a short-handed employer's need to have a certain number of workers available to cover the centralized workplace during normal business hours, it seems likely that an inadvertent effect of mandated leave would be to deny some fathers the opportunity to work flexible hours or from home -- not to mention the fact that picking up the slack for other employees could force some Dads to work overtime, depriving them of time with their families. Accordingly, far from being a "father-friendly" policy, federally-mandated parental leave could actually reduce the amount of time fathers spend with their children.

Of course, biases against parental time with children are hardly unprecedented. For years, the federal tax code has discriminated against parental childrearing (whether by Mom at home, a tag-team couple, or some other arrangement) by linking certain tax benefits to day care expenses. Last year, Congress took a very modest step towards leveling the playing field by creating the Young Child Tax Credit, a tax benefit available to all taxpayers who do not claim the day care tax credit.

Apparently, this modest effort was too much for some Members of Congress to stomach. A bill introduced (ironically enough) the week of Mother's Day by Sen. Albert Gore (D-TN) and Rep. Thomas Downey (D-NY) would eliminate the Young Child Tax Credit, thereby exacerbating the tax code's bias against parental childrearing. What is especially ironic about this attempt to "turn back the clock" to the days when the tax code did not recognize parental childrearing is this: Gore and Downey are both cosponsors of the Family and Medical

Leave Act. Thus, their tax bill would increase tax discrimination against the very people parental leave legislation is supposed to help -- new mothers who want to take time off from employment to care for their children.

9. Recognize that Dads and Moms are not interchangeable.

The equity problems associated with government-mandated parental leave demonstrate the folly of ignoring significant -- and appropriate -- gender differences. While there is reason to be wary of efforts to erect overly restrictive gender roles, there is also reason to be wary of efforts to suggest that mothers and fathers are interchangeable co-parents.

The truth, of course, is that mothers and fathers -- by virtue of their gender -- each make unique contributions to a child's life. This is why both maternal and paternal time with children is so important, and why policies should be flexible enough to permit fathers and mothers to adopt different strategies for meeting work and family responsibilities.

10. Talk more about good and bad dads than new and old dads.

There is a lot of talk these days about the "new" father -- talk that, quite honestly, leaves me uneasy. While I would almost surely qualify as a "new" father -- I have attended the births of both of my children, taken paternity leave, changed dirty diapers, served as the primary caretaker of my children when my wife works for pay, and negotiated an arrangement with my employer which allows me to work two days a week from home -- I am bothered by the fact that the "new" father seems to only score points for assuming non-traditional responsibilities. He is never lauded for getting out of bed in the middle of the night to check out a strange noise, squashing those huge cockroaches no one else wants to touch, building his son a treehouse in the backyard, or for busting his tail at work so that he and his family can one day afford to move out of the trailer park.

Moreover, I am bothered by the fact that the "new" father is largely a repudiation of the "old" father. There is a certain irony in this, for the father of the 1950s -- at least the mythological father depicted

on those much-maligned TV sitcoms -- was hardly delinquent when it came to family matters. As David Blankenhorn and Barbara Whitehead of the Institute for American Values point out:

> As much as our culture in the 1950s worshipped Mom in the kitchen, it celebrated Dad in the den . . . Television viewers seldom saw the father of "Father Knows Best" at work. We never knew what Ozzie Nelson or Ward Cleaver did for a living. For these television dads, the pathway to the good life ran, not through the office, but straight to the backyard with the kids.

Whether or not Fifties sitcoms accurately depicted reality, it is clear that at least some fathers from that generation were highly involved in family matters, just as some "new" fathers are deeply committed to their families today. Likewise, some fathers in both generations clearly failed to strike a good balance between work and family.

Thus, rather than drawing a distinction between "new" and "old" fathers, it seems more appropriate to distinguish between "good" and "bad" dads. Indeed, given the dramatic increase in the number of fatherless families since the 1950s, it is clear that many of the "new" dads are actually more delinquent than most of the "old" dads.

11. Give mothers at home the respect they are due.

Some "new" father advocates have long hoped that the rise in the number of two-career households would spur men to take a more active role in fathering. But several studies, including one by University of Virginia sociologists Steven Nock and William Paul Kingston, show that fathers in two-income families actually spend less time with their children than fathers in traditional breadwinner-homemaker households.

One research review suggests that the reason for this discrepancy is guilt-ridden, same-shift wives "essentially push the dads out of the way in their rush to spend time with baby at the end of the day." While logistics are no doubt part of the problem, prevailing cultural attitudes towards childrearing and childrearers also are sure to be a contributing factor. Indeed, it may be that fathers in some two-earner households have decided that if spending time with children

is as unfulfilling and immaterial as some maternal employment advocates claim, their time would be better spent elsewhere.

Thus, ironically enough, part of the key to stimulating greater father-child interaction may be extolling, at long last, the important contribution mothers at home make.

12. Give Fathers More Homework

Finally, policymakers should give special attention to removing impediments to home-based employment, thereby helping to usher in a 21st Century computer-driven version of the old agrarian economy in which the home is a major center of economic production for both mothers and fathers. Indeed, from a family time perspective, the pre-industrial agrarian family model was superior to the 1950s-style breadwinner-homemaker family model since it facilitated greater father-child interaction and allowed mothers to make a more significant economic contribution without abdicating childrearing responsibilities.

Home-based employment is certainly not a panacea. Obviously, many jobs (police officer, pilot, waitress, to name a few) could never be moved home. Moreover, many jobs that can be done at home (especially those requiring significant mental concentration) are less compatible with simultaneous child care than most agrarian-era occupations.

Still, there are many benefits to homework: parents are accessible throughout the day, can organize their work schedules around family events, and can model various work roles for their children. Moreover, home-based employment is not just good family policy. It is also good energy policy since it reduces gasoline consumption, good environmental policy since it reduces automobile pollution, good foreign policy because it reduces our dependence on foreign oil, good budget policy because it reduces the need for roads and bridges to accomodate rush-hour commuters, and good public safety policy since it reduces daytime home burglaries.

For all of these reasons, policymakers should seek to make home-based employment a major part of any effort to create a more "father-friendly" workplace.

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Gary L. Bauer
President

FAMILY TIME: WHAT PARENTS WANT

Despite growing economic and cultural pressures, most families in America today would like to devote less parental time to paid employment and more parental time to childrearing activities.

* A 1989 Cornell University study found that two-thirds of all mothers employed full-time would like to work fewer hours so that they can devote more time to their families.

* A 1990 Los Angeles Times poll found that 57 percent of all fathers and 55 percent of all mothers feel guilty about spending too little time with their children.

* In a 1989 New York Times poll, 83 percent of employed mothers and 72 percent of employed fathers say they are torn between the demands of their jobs and the desire to spend more time with their families.

* A 1990 Roper poll for Virginia Slims found that only 15 percent of all women believe a three month maternity leave is sufficient. Fully half want to be home at least until children are 2 - 3 years of age, and 39 percent want to be home at least until their children begin attending school.

* A 1988 USA Today survey found that parents of young children identify "missing big events in children's lives" as the thing they dislike most about their current day care situation.

* This same USA Today survey found that 73 percent of all two-parent families would have one parent stay home full-time with children "if money were not an issue."

* A 1989 Washington Post/ABC News poll on child care issues found that 8 of 10 parents believe it is best for young children to be cared for by parents at home.

* A 1989 University of Michigan study found that most employed mothers opting for care by family members did so out of preference rather than necessity.

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FAMILY TIME: WHAT AMERICANS WANT

Since 1965, the amount of time parents spend with their children has declined 40 percent, according to data collected at the University of Maryland. This drop in parent-child interaction has generated much public concern:

* A 1989 survey commissioned by the Massachusetts Mutual Insurance Company found that Americans believe "parents having less time to spend with their families" is the single most important reason for the family's decline in our society.

* A 1990 Times-Mirror poll found that 73 percent of the American public believes "too many children are being raised in a day care," up from 68 percent in 1987.

* A 1989 Gallup poll for Newsweek magazine found that by a 5 - 2 margin, Americans believe it is better for families to make economic sacrifices so that children can be cared for by a parent at home than to maximize family income to improve their economic standing.

* A 1989 Lou Harris poll found that 82 percent of the American public believes care by parents and other family members is superior to care by non-relatives.

* In a 1990 Gallup poll for the Los Angeles Times, 73 percent of the American public believes children fare best when they have a mother who is not employed outside the home.

* When respondents to the Massachusetts Mutual survey were asked to identify "extremely effective" ways to strengthen the family, the most common response was families "spending more time together."

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FAMILY TIME: WHAT CHILDREN WANT

American children are starving today -- starving from a lack of parental time, attention and affection. In fact, parents today spend 40 percent less time with their children than did parents in 1965.

Not surprisingly, Americans believe "parents having less time to spend with their families" is the single most important reason for the family's decline in our society according to a 1989 survey commissioned by the Massachusetts Mutual Insurance Company.

Such concerns are well-founded. Research by social scientists John DeFrain and Nick Stinnett identifies "spending lots of time together" as one of the seven keys to strong family life.

Parents are not the only ones concerned about the decline in parent-child interaction. Children, too, would like to see the work and family pendulum swing back in the direction of home.

When 1,500 schoolchildren were asked, "What do you think makes a happy family?," De Frain and Stinnett report that children "did not list money, cars, fine homes, or televisions." Instead, the answer most frequently offered was "doing things together."

Moreover, a 1990 special edition of Time magazine on the "twentysomething" generation found that 63 percent of the 18-29 year olds polled hope to spend more time with their children than their parents spent with them.

As Ellen Galinsky of the New York-based Families and Work Institute explains, "These young people have seen their parents come home from work wiped out and not have time for them, and they are saying they don't want to live that way."

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Chairwoman SCHROEDER. Thank you very much, and I guess would only amend it to say also, give fathers at home the respect they are due, because we haven't done that either, and I think your points about brush contact with children don't do it, you certainly need a lot more than brush contact.

I guess my bumper sticker would be, "Life's not a dress rehearsal," and there's too many people who think when you are young it is a dress rehearsal, and your family is always going to be there, only to find out that the family isn't always going to be there if you don't take out time at the beginning and build those roots that you desperately need.

I want to announce, first of all, that the record will remain open for two more weeks, so that anyone who has things they would like to add to the record, we would be more than happy to put it in. We think this is very important, and we would like to get this record around to many employers, and many people who are struggling with this whole topic.

Then, I would like to ask Norma and Myriam, I guess in particular, I was so haunted by this fatherhood class that I visited, of these 40 young men, three of whom knew who their fathers were. The idea of having to go to a class to learn how to be a father was, first of all, fairly astounding to someone who grew up in a middle-class, in a more Norman Rockwell type family I guess, but the very interesting thing was in talking to the instructor, he said the most successful thing they did were trips to the zoo with the fathers, because then they knew what to talk about. The hardest thing is, they kept wanting to know, what do fathers talk about with children, and at the zoo you could talk about the elephants, or you could talk about——

I was touched, in your book, as I read it, about the parenting classes, and what you are saying is, it's if they are required everybody goes, and then it's permissible for everyone to talk about it, is that it?

Ms. MIEDZIAN. Yes, exactly. I think what I'm saying is a little like—not a little, a lot like what Mr. Rothman was saying earlier, and several other panel members, that we really need a basic change in attitude, that the idea of the father being really involved with his children, taking a paternity leave, is just very, very far from being mainstream in American society today.

And, having parenting classes for boys and girls will help make it mainstream. The reason I recommend that they be started by fifth grade at the latest is because of pregnancy, since they seem to serve as a pregnancy deterrent, and since girls are getting pregnant today as early as age 12, fifth grade seems to be the right place. There are also other pedagogical reasons, but this kind of program legitimizes boys' interest in fathering, and later men's interest in fathering, so I think it's a stepping stone in the kind of direction that was mentioned by a number of people here, in terms of legitimizing paternal involvement, major paternal involvement.

Ms. RADIN. I would like to add a comment to that, I wouldn't write off all the fathers who didn't have these parenting classes, I think what is needed is some encouragement to fathers to talk to their kids about what interests them. If it's sports, that's okay, you can talk about sports with boys and girls, or you can have some

kind of dicussion about a modified version of what the men are interested in. Even if you are watching television and can talk about that; if you are interested in fixing cars, or whatever the activity happens to be, kids can be involved in it.

Recently I've also been doing research on grandfathers, and have talked to a grandfather who said that now for the first time he has time to spend with his children. I think one of the important issues that's been brought up here, is that work has been given the highest priority during the childrearing years, and it's only when men reach the age of 50-ish and 60-ish that they feel they can do it right and can take the time to spend with their children.

And when grandfathers find time to talk with children, there's no shortage of things they can talk about. So, I think the important notion is that, it's okay to take the time to talk to your kids about what you are interested in, both boys and girls.

Chairwoman SCHROEDER. I think you just hit a hot button. We always have said that there's yet to be a man who has died in America saying they wish they had spent more time at the office, and there's been many saying they wish they had spent more time at home.

And, I know I constantly find around here members who are so excited to be grandparents, and I think that's all over the country—that's why I think these hearings are so important, there is just something about, no matter how many times you've had fatherhood hearings, or how much we preach, there's an incredible number in corporate America that don't get it, that still think the way to go forward is that you work every night except Christmas Eve, you know, and you work 14 hour days and on weekends and everything else, and that's the way to do it.

So, I think while we are all sitting here in agreement, it almost sounds too easy, as we sit here all agreeing, and the reality of the world out there is that it's really quite different, there aren't very many Los Angeles', and there aren't very many Merck foundations, and there aren't many of those kind of corporations. Is that what you find in your research too?

Ms. RADIN. Well, the thing that comes to mind is something I have personally found in my research. There seems to be a cost in terms of employment when men or women put a lot of time into childrearing. In the study of these primary caregiving men in intact families, when we asked, what do they see as advantages and disadvantages, the advantages were almost uniformly in terms of the wonderful relationship they have with their children, and we've seen it here this morning.

Regarding the disadvantages, I remember there was a musician who said he doesn't have time to rehearse as much as he used to. There was a professor who said he isn't turning out as many papers as he had been doing before. I think we have to accept the fact that a balance is needed, that you are not going to be able to produce the kinds of things you could produce when you are working 60-hours a week, turning out the same products, and that's okay, because, as you say, time—you are not going to regret later on not spending more time at the office, but you are going to regret the time that you missed taking care of, and watching your children grow.

I think we've got to accept the need for balance, and that life isn't made up of how many publications you have, and how high a rung you've reached on the corporate ladder.

Chairwoman SCHROEDER. Of course, Mr. Mattox, your point is we do more time shifting, do more of the 60-hour week paper writing in later years.

Mr. MATTOX. Yes. When a business person hears that there's going to be a cost paid, or for that matter when government policymakers hear that there's going to be a cost in productivity among that middle-aged group of family-oriented workers, they see no way to make up for that loss. I'm suggesting that it would be better for families, and, I think, for the economy, if more work were shifted, and we made the stage in life of, say, 55 to age 70, a stage in life that is more productive than is often the case currently.

I'm not suggesting that the people in that age strata work 60-hour weeks, but since the trend is clearly toward early retirement, I think we need to be challenging whether or not that's the best way to organize priorities over the life cycle.

Chairwoman SCHROEDER. Mr. Mattox, I guess I'd have to take issue a bit with you on family medical leave, in that it is not mandated that people take it. I think you want to be very clear, it's just mandated that if they want it, that they can take it, and I think it's very easy to work into a cafeteria plan in that form.

And, I do think it's important, I don't think anybody is trying to say that if you have those 12 weeks you can then check out and go back to work and meet the child again when they graduate from college. But, I do think that early foundation——

Mr. MATTOX. Absolutely.

Chairwoman SCHROEDER [continuing]. And that feeling comfortable with a newborn is a very important right that people should have, and, obviously, they can negotiate it up and down any way they want to.

So, it's only saying that that's one option people can have, but they don't have to take it.

Mr. MATTOX. As you point out, we definitely need to be encouraging parents to take time off after the birth of a child. I would only question whether or not 12 weeks is really going to do it.

Chairwoman SCHROEDER. Well, I started with more, it got watered down to that.

Mr. MATTOX. I hope that you'll take a look at the proposal that Congressman Stenholm has introduced here in the House, that would provide as much as six years of time off for workers after the birth of a child.

Chairwoman SCHROEDER. As you know, though, there's no—there's no requirement the company takes them back, it just says it would be nice if they would after six years, and it would be nice.

Mr. MATTOX. Well, there's a tradeoff, obviously, that an employer has to make between being able to guarantee a job and being able to provide the kind of time that parents might like, and I think that the Stenholm proposal attempts to say, for those that value time at home with children more than job security, here's an option that we think ought to be provided.

Chairwoman SCHROEDER. Yes, and for those who could afford to take six years out.

Mr. MATTOX. Yes, which only underscores the importance of the tax relief measures that have been introduced here.

Chairwoman SCHROEDER. I agree. I think there's just no one solution. I think we've got a fight on all fronts, and I think some of the panelists have pointed that out, that it's—while we all may be in agreement, there's an awful lot of places that aren't in agreement, and we've got an awful lot of thought changing to do to really take that on.

I am going to yield to Congressman Wolf, and I apologize if I leave for a bit, we are starting the Breast Cancer Challenge at noon outside, and that has also been something I've been working on longer than I ever care to admit. So, I have to be out there to launch that, and I thank very much the panel for being here, because I probably won't be able to be here to thank you at the end.

Congressman Wolf.

Mr. WOLF. Well, thank you. I have no questions. I want to thank all of you. Doctor, I'd like to get a copy of your book, I've asked my staff to get a copy, I'd love to read it. I think you've all made very, very good points.

There are differences for different families, different approaches, but I think the ultimate is, when you reach the end of your life, you want to know that you did everything you possibly could. As the Chairwoman said with regard to life not being a dress rehearsal, you cannot get your family and put them on a shelf, and say after I get this time I'll come back. When you come back they are not going to be on the shelf, they'll be somewhere else.

I've always admired, I don't plan on voting for him, but I've always admired Senator Tsongas, when he gave up a safe seat in the Senate. That's not saying much for him being a Democratic Senator from Massachusetts, but he made the comment that "He never heard anyone on their death bed say, 'I wish I had spent more time with my business,'" and I think everyone in this business, or any business, whatever you are in, you always say, golly, if I had only spent more time with my family.

I say that every day. I can't go back. Fortunately, I saw this film, I can't rewrite history, but I was fortunate enough to be able to do some things early enough to make a difference, and, hopefully, there will be a lot of changes of attitudes.

But, again, thank you so much for your testimony.

Chairwoman SCHROEDER. Thank you.

Congressman Bilirakis.

Mr. BILIRAKIS. Thank you, Madam Chairwoman.

I can endorse a little of what Frank has just said, because during the orientation back in late 1982, right after I was elected to my first term, Frank spoke to incoming freshmen about how every Sunday should be set aside strictly for family, the need to spend more time with your children, and not letting the job absorb you the way it, unfortunately, does up here. He certainly has lived his words, and I commend him for it.

I commend you, Madam Chairwoman. I came here directly from the airport, and I apologize for being late, but you've shown a real caring on this issue. I also might add that I would like to compliment you on a balanced group of panelists. Unfortunately, one of the things that I've found since I've been up here is almost closed

minds among the people in the chair, where they, basically, have a particular point of view and stack the witnesses to support that point of view. However you seem to be very interested in getting all viewpoints, and I certainly compliment you for that. Hopefully, we all can work together and do what needs to be done insofar as government involvement in these issues.

Thank you very much.

Chairwoman SCHROEDER. I guess I'd have to thank Jim Schroeder, who was on TV this morning as one of the Mr. Moms, but he lived through all of that too, and I don't think he'd trade a minute of it. I mean, we really did run a tag team operation, which I think is what you are talking about. Both of us got to wear both hats a lot, but, you know, it all worked, and that's—I think it's very important to talk about those role models, and we are in a society where you show up with children and people say, what's that, and you say it's a child, and they act like, you know, you've just done something terrible, you've worn a bathing suit to church, and that's really the attitude we are working on.

So, thank you all very, very much.

Congresswoman Horn, did you have any questions?

Ms. HORN. No.

Chairwoman SCHROEDER. Okay. She came in to bail me out for the Breast Cancer thing, so I thank you very much. I know you've been very interested in it, too. We had late planes, and people getting in this morning. Well, with that, I think we'll then adjourn the hearing, and I thank you all very, very much.

[Whereupon, at 11:52 a.m., the committee was adjourned.]

PREPARED STATEMENT OF HON. BARBARA-ROSE COLLINS, A REPRESENTATIVE IN CONGRESS FROM THE STATE OF MICHIGAN

Good morning. I am glad that we are having this hearing on creating family friendly workplaces for fathers. I think this is very important since we live at a time when the structure of the family is constantly evolving. Today more fathers are single parents, more fathers are sharing custody of their children after divorce, and single males are becoming adoptive parents. These factors alone are enough to demonstrate the need for creating family friendly workplaces.

A "family friendly" workplace is one where a parent isn't made to feel guilty if he or she has to call home to check on a sick child or call home to make sure a child has arrived safely from school. If a child is ill, the parent's first consideration must be the well-being of the child, not what the reaction of the employer will be is he is late or absent from work.

I think employers will find that if employees are free to care for their children without stress, their work product is better and the environment in the workplace is more positive and productive in general.

PREPARED STATEMENT OF HON. SCOTT KLUG, A REPRESENTATIVE IN CONGRESS FROM THE STATE OF WISCONSIN

I would like to thank Chairwoman Schroeder for calling this hearing addressing issues many of us have been examining for quite some time. In talking to families with working parents, and from personal experience, there is a definite need to provide more opportunities for working parents to spend more time with their children.

Studies showing parents are willing to sacrifice "rapid career growth" to spend more time with their families underscores the fact that having a good family life is of primary purpose and should not be sacrificed for a career track. Many efforts are being made by the private sector, without any federal prodding or mandates, to keep the family strong while giving parents the opportunity to continue their careers.

In my Congressional District we have several companies that have broken new ground with programs to help families. One of these companies, the Promega Corporation, is building a $1 million, 15,000-square-foot child care facility.

The center will be licensed for up to 150 children from infant to school age. Enrollment will be open to the public for full-day and half-day care. Children of Promega employees and other companies in the surrounding business park will be given priority. I am submitting a newspaper article for the record about this facility.

Competition for quality employees has grown quite intense.

These employees are demanding flexibility to preserve quality of family life. Employers like Promega are leading the way in developing ways to meet this important demand which benefits the parents, the employers, and most importantly—the American Family.

WISCONSIN STATE JOURNAL
March 18, 1991

Child care center is a 'dream come true'

By Elizabeth Brizzy
Lifestyles reporter

In the best of all possible worlds, every child would be fed well and hugged often, able to play and learn in a clean, safe environment; in reality, though, improvements in child care are made step by step.

One Fitchburg firm is ready to take such a step — to better child care and, employers hope, to achieve happier, more productive workers.

The Woods Hollow Children's Center is the dream child of Promega Corp., makers of biotechnology products, and the Fitchburg Ranscreb Park Association. The center, off south Fish Hatchery Road, is set for an April groundbreaking and a September opening.

Set next door to Promega, in Fitchburg Center, Woods Hollow will comprise several "houses" grouped under one roof around a sister garden. Each house will be age-specific, including infant, younger toddler, older toddler, mixed-age preschool and school-age groups.

Plans, by Oasso architects Rodney Wright and Associates, reveal a attempt to visually and emotionally engage children through

Plans for Woods Hollow Children's Center stem from a collaboration among Oasso architects Rodney Wright and Associates, early childhood specialists Karin Bergh and Chip Donohue, Fitchburg Ranscreb Park Association and Promega Corp., Fitchburg-based makers of biotechnology products.

skylights; child-sized fixtures; brightly painted ceiling trusses; a playground with pathways, sandpits, tunnels and slides built into berms (sculpted earth mounds).

Then, there are the more environmentally sound touches:

The "super-insulated" building is passive solar, with quarry tile on some floors that radiate the warmth they absorb, and energy-efficient windows. All counters are formaldehyde-free, the linoleum on floors doesn't release any toxic gases, and the paint is lead- and mercury-free.

Wright and Associates recently designed new child-care facilities for Johnson Wax in Racine and Lutheran Hospital in La Crosse.

"As somebody in the field, this is a dream come true," said Karin Bergh, a teacher in early childhood education at UW-Whitewater and a consultant on the Promega project.

Chip Donohue, another consultant and an early childhood education teacher at UW-Madison, believes business should pick up the ball government has dropped.

"It's going to fall back to the corporate culture to do something," Donohue said.

He praised Promega President William Linton's financial and philosophical approach to Woods Hollow — that is, making the center the best it can be.

Said Donohue: "We're going to be able to say, 'Here's the model, folks; come and get us.' "

The model doesn't come cheap; building the center is estimated at $1 million. But Ralph Keaton, vice president of finance at Promega, said the center's expenses will be made up by gains in the productivity and general well-being of employees.

Keaton, with Bergh, Donohue and the architects, has worked on the project since the start — and he's learned a few new things along the way.

"I've certainly learned a lot about quality child care, and the scarcity of it," he said. "I've learned a lot about the value of quality child care to business.

"If you have a corporate culture that is family-responsible," said Keaton, "then this kind of investment pays lots of dividends for those families."

And for Promega, which employs 170 people, Keaton believes the center will benefit everyone, whether or not they have children, because workers will be able to concentrate on their jobs and not on the care, or lack of care, their children are receiving.

Woods Hollow will offer full-day and half-day care for children from infant to school age. Between 30 and 50 of the 150 openings are expected to be filled by children of Promega employees, but that number is likely to grow as the company grows. The rest will be available to children of workers at companies in Fitchburg Center, and to the children of area residents.

Bergh said rates, which have yet to be set, will be competitive with the market.

Dane County has 86 full-day centers: 66 in Madison, and 20 throughout the rest of the county. And Treehouse Child Care, with seven centers in the Madison area, recently got the green light to open a child-care center at the old Valley Bank building on Lacy Road in Fitchburg.

The need appears to be there. Fitchburg has seen a 30-percent increase in its population over 10 years, said Diane Adams, director of Community Coordinated Child Care (4-C) in Dane County. The agency provides information and coordination of resources to child care providers, employers and the community.

Quality, cost and location are the keys parents use in selecting child care, Adams said. But quality of the care ultimately makes or breaks a center.

Said Adams: "If there's no good care — no matter how beautiful it looks — it won't be successful."

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PREPARED STATEMENT OF HON. DAVE CAMP, A REPRESENTATIVE IN CONGRESS FROM THE STATE OF MICHIGAN

I would like to thank Chairwoman Schroeder for holding this hearing and inviting these very knowledgeable experts to so that we can discuss this very important issue facing American families. It is important that we continue to search for ways to assist American families.

H.R. 1277, the Tax Fairness for Families Act, of which I am a cosponsor, is a step in the right direction in making the family stronger by increasing the personal income tax deduction for children. Raising a family is a financial hardship and this measure eases the financial burden many families face.

The hearing today focuses on a problem facing many American families. Parents, especially fathers, do not spend enough time with their children, and spend too much time at the office. Children need to be with their parents, especially during the formative years, so that they grow up to be healthy and productive citizens. I am currently reseaching ways to provide an effective, worthwhile home based business atmosphere for families to allow parents to work at home.

I am hopeful that the outcome of today's hearing will result in more fathers spending time with their children. Raising a family is one of life's great jobs and we need to allow parents to spend more time with their children, enjoying them as they grow.

PREPARED STATEMENT OF THE ASSOCIATION OF PART-TIME PROFESSIONALS, FALLS CHURCH, VA

The Association of Part-Time Professionals (APTP) submits this statement in support of its position on the use of flexible work arrangements as a means to achieving a healthy balance between work and personal responsibilities. The Association of Part-Time Professionals is a national, nonprofit organization dedicated to promoting the advantages of flexible work options, advocating equitable compensation and benefits for part-time employees, and providing information to employers and individuals on current employment trends and practices as they relate to alternative work schedules. Established in 1978, APTP has worked extensively with both employees and employers to help bring flexible work options to the workplace.

Clearly, there is a growing demand among employees for greater flexibility in work schedules. With the growing number of two-career couples, and the increased sharing of responsibilities

for children and aging parents, employees need options to help them balance their professional and personal lives. Although women clearly continue to make up the majority of those requesting workplace options, more men and retirees are looking for ways to reduce their work schedules in order to accommodate family responsibilities and other personal interests.

The need to create family-friendly work environments is not exclusive to large companies. APTP has seen a significant increase in the number of smaller as well as larger employers who are creating family-friendly policies to allow employees more time away from the workplace for important personal responsibilities. Indeed, flexible work arrangements are just as important for small to mid-size companies as they are for large corporations. Also, recent dramatic changes in the economy have prompted an increasing number of employers to consider flexible work schedules as a viable alternative to downsizing their workforce. Flexible work options often enable employers to avoid costly layoffs which are disruptive and stressful, and at the same time, allow employers to retain trained and experienced employees.

The move toward developing formalized company-wide policies for alternative work arrangements is progressing at a slow but apparent pace. Quite often, it is within those companies where part-time and job-sharing arrangements have worked successfully on an ad hoc basis that more formalized policies are being offered to a wider number of employees.

The success of a flexible work options program, be it part time, job sharing, flexitime or telecommuting, is a responsibility which must be shared by both the employer and the employee. Employees, managers, supervisors and co-workers all play a vital role in ensuring this success. Regardless of whether it is company policy or an individualized arrangement, the employee must feel confident that his work arrangement is both an acceptable and accepted practice. Without the support of management, too many employees will be reluctant to take advantage of workplace policies that permit schedule changes. That is why is so important for employers to establish written policies that employees can rely on to help them in their need to balance work and family responsibilities. Ideally, these policies will provide clear guidelines for securing alternative work arrangements, job reinstatement protection, guaranteed benefits, and fair and adequate compensation.

Where flexible work arrangements are available, it is traditionally the female in a two-career family who opts to reduce her schedule in order to help accommodate family needs. This is because, even in these modern times, our society continues to operate under the assumption that the day-to-day care and nurturing of children is the women's responsibility. Another important factor is that men still bring in more income than women, so their salary is oftentimes more critical to the family's financial state. As long as there is disparity between the salaries of men and women, we will continue to have more

women than men taking advantage of alternative work arrangements in those workplaces where they are available.

APTP has seen flexible work arrangements work in a number of ways. For example, two APTP members in the mid-west are petroleum geologists currently working part time for the Federal Government. In order to balance family and careers, they have arranged complimentary schedules so that one parent is home with the children while the other is at the office. They feel that most couples could make similar arrangements if they chose to do so and planned for it sufficiently in advance. Clearly, however, these types of arrangements would be more popular if companies implemented family-friendly policies permitting alternative work schedules for all employees.

Clearly, the move toward greater flexibility in work schedules involves changes which will become a permanent part of the workplace. The family has taken on new importance in American society and achieving a balance between family and work presents a challenge to both the individual and to business.

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PREPARED STATEMENT OF RICHARD J. SALLS, CRANFORD, NJ

THE DADDYTRACK: ONE FATHER'S DECISION, REACTIONS AND EXPERIENCES

I extend to the Committee my appreciation for accepting my written testimony on this important issue.

My name is Richard J. Salls, and until January 19, 1990, at 35 years of age, I had led a exemplary twelve year career in corporate finance, mostly within the New Jersey pharmaceutical industry. I progressed from staff to supervisory to management responsibilities in a highly competitive industry.

On that day, my life changed. I enacted a difficult but highly rewarding decision: I voluntarily resigned my $55,000 position as Manager, Technical Operations Finance with CIBA-GEIGY Corp., a worldwide pharmaceuticals giant. My plans were to assume the fulltime parenting responsibility of my then three year old son, Richard, Jr. (R. J.), and my second son, Michael, born thirteen days earlier on January 6, 1990. I would be on the "Daddytrack" for 2-3 years. My wife would continue to work as an Accounting Manager at another New Jersey concern, supporting our family.

What we decided, and what we believe wholeheartedly, is that our young children at this point in their lives needed a parent home more than they needed dual incomes. And so we were willing to cut our family income by 60% to have me home with them.

Why me? Every parent, I believe, given the choice, would desire to be home for some period as the primary caregiver to their children. For my family, our decision filled a need for each of us. For our two boys, R.J. would be able to leave daycare and be home with his father, free to develop a relation with his new baby brother (which he would not be able to do in daycare), and also home to develop ties with the neighborhood especially the children there with whom he would later be attending school. And Michael would have the chance to spend his very first period of life with a fulltime daddy. I, having enjoyed continued career progression but frustrated with the lack of time it allowed for me to spend with my firstborn, longed for a time when I could be the father to my son that I envisioned. When working, I usually saw R.J. only 15 minutes to one hour daily, due to my 50-90 hour workweeks, and sometimes Saturdays and Sundays. My wife, though also working fulltime herself, saw her career suffer as she was usually the parent keeping more regular hours in order to make the trips to daycare, stay home with R.J. when he was ill, etc. With Michael's birth on January 6, 1990, we decided to make a change to more basic values.

My realization was that, at age 35, having progressed well in my career thus far, I still had 30 to 35 years more in which to accomplish my corporate aspirations. But, I had only this brief period to enjoy and

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impact upon my young sons, to play a major role in their early years.

I was, and am, a company man, committed to corporate goals and values. To add a note of credibility to this testimony, I have included my current resume which indicates my record of accomplishments, including the fact that I have earned promotions within one year of joining each of my previous two major pharmaceutical company employers. I wasn't the victim of any corporate restructuring or downsizing. I was a top notch contributor. In fact, in December 1989, one month before I began my voluntary childcare sabbatical, I had the honor of receiving a Divisional Special Award for my superior contributions at CIBA-GEIGY.

The only leaves that I have seen in my career were either maternity leaves of usually three months or other disability leaves, as was the case at CIBA-GEIGY. I had only heard that there was a possibility of up to a one year leave, provided one could obtain several senior vice president approvals, and such action was never witnessed by anyone with the company at the time. There was no unpaid extended parental leave policy, at least none was ever noted. Furthermore, the thought of a person desiring a long term leave conjured perceptions of being foolish and uncommitted. The thought of a FATHER desiring to have that time with his children was thought of as career suicide, totally against corporate culture and spirit.

Realizing that I sought a committment to my children on the two-three year horizon, I felt that I shouldn't expect the company to alter or adopt policies to suit my needs. This was the corporate spirit ingrained in me.

CIBA-GEIGY did have several Family Friendly Policies, such as Dependent Care Funds, subsidized day care arrangements and various lunchtime informative classes. The overriding aspect of these programs, however, was that they were designed to make it easier for a parent to leave his kids with someone else. The programs did little to allow a parent to be able to spend more time with them. There were attempts at flex-time within my department, but the policy was restrictive enough to hinder what it was meant to accomplish.

In my view, only a small portion of what are termed Family Friendly Policies actually allow the most important benefit - for a parent to spend more time with his children. And, it is these policies that either receive implementation last, or even though instituted, have a corporate culture in place so stacked against it that the policy is unused. Any one or combination of those policies, such as compressed workweeks, extended leaves, flexible scheduling, etc. that would have allowed me to be a parent to a meaningful degree would have kept me contributing at CIBA-GEIGY.

Speaking on the existence of pressures in the workplace, I can verify their strength. In today's business climate, pace and competitiveness, the pressure is there to produce, the scorecards are there on who's here at what time and what time they leave, on the what have you done for me lately attitude. I don't disagree with the emphasis on results, as that has been my formula for success for over twelve years, however when it comes to family needs conflicting with that attitude, it is the family that loses.

I actually spent days before resigning to concoct a reason for leaving CIBA-GEIGY OTHER THAN for the sake of my children. It's simply not a valid reason. Committed employees, the script reads, do not seek time off, and it is a weakness and unthinkable for a father to desire it. A common bragging point at the offices in which I've been a contributor has been how long it's been since you've had dinner with your family or have seen your kids.

I went that route wholeheartedly for twelve years. Not until I had a family did I realize that there was a whole other side to life. Our children are our future, and I had gone the first three years of our firstborn's life in 15 minute to one hour clips. I dreamed of the day I'd attain a director's position with a salary sufficient to have my wife consider the option of being home with our children. As the story unfolded, we have kids now. Waiting three to five years for that director's position, if it wasn't eliminated, would mean my children would be older and in school, the opportunity to help shape their early years would be lost forever.

The time between my resignation from fulltime duties and my actual departure (about two weeks) was a period of mixed emotions for me. I was treated by my superiors and coworkers in varied fashion - as a "hero", who recognized the true priorities in life, as a fool for throwing away a shining career, committing career suicide and as an object of "oddity" - after all, no one would dare do this.

And that's the thought that I carried with me. I had the unsavory fear that I had committed a crime, a career suicide.

Before leaving my employer, I made every attempt, in several areas of Finance as well as other areas of the company to maintain some form of professional ties in some form of schedule other than traditional fulltime arrangements. I reasoned and argued that surely it was more expensive to lose the contributions and training of a valued $55,000 finance manager skilled in the affairs of the company than it was to keep me on board contributing in some capacity - part time, on a project basis, even on demand.

I went on a campaign with my management- advocating the benefits of and how I could continue to serve the company in an almost fulltime non traditional capacity such as with a combination of telecommuting and scheduled office and plant visits as well as other flexible methods. I noted that when viewing an entire career, two years of reduced capacity in order to be a parent was not an odd request or unusual, it was a part of life.

The responses that I received went along the lines of if the accommodation was made for me, the fear was that fathers in all areas would seek the same arrangement, and then where would the company be? My management even passed on my offer to leave the issue of any compensation in this flexible arrangement up to them. And so I, promoted within eleven months of joining CIBA-GEIGY, receiving a Special Award from our President one month prior, found myself unsuccessful for the first time in my career. I couldn't convince my superiors, people who knew and recognized the degree of my abilities,

that it was possible to still be of service to the company in a more flexible format.

And so I began my Daddytrack experience. It's been almost eighteen months now, and I don't hesitate to note that it has been the most rewarding period of my life. I don't have for now the salary, the prestige of a corporate position, a staff. But I measure myself by slightly different standards now. The relationship that I've formed with both of my sons and my appreciation of the parenting responsibility I previously thought was beyond me. We're "buddies" - we share, we chat, we take walks to the park, plant seeds and play games. And we learn, yes we learn together. I learn as much from my boys as they learn from me. I'm not replacing mommy, I'm giving my boys a father's touch, different but equally as important.

I simply cannot put into words the importance and value that I feel this time together with them has meant to each of us. When I left work eighteen months ago, my older son R.J. probably wondered who this guy was staying home with him now. The best way I can summarize the experiences is that now, R.J. can scrape his knee playing kickball and run to me as often as he'll run to his mom. The same goes for our newborn, Michael. Now 1 1/2 years old, just begining to sound out words, I've known for a long time what I mean to him just by his smiles and hugs. His memories, and I truly believe he will remember, of his first months of life will include a daddy that has been there sharing with him, loving him.

I've been fortunate to attract varied media attention recently, press, television and radio. In all of these events, I have advocated a simple theme: a career now is up to fifty years in length. It's no sign of weakness, it's not turning your back on Corporate America to simply recognize your family needs temporarily over the corporate needs and be a parent for awhile, to play a role in the future of us all, our children. I advocate family friendly policies, especially those that allow for greater time with our children.

My hope is that someday soon it will cease to be an "oddity" if a father, though committed to corporate values, choses to place family values higher in the order if only for awhile. My hope is that Corporate America realizes that their futures as well are at stake, as children today are the workers, the "raw materials" of American business tomorrow. It is in the very best interest of American corporations to realize that a working parent who wishes to be a parent first for a brief part of an entire career is GOOD. Our children need to be reared with their parents' values, their parents' morals. Almost all of our competitors in the increasingly global market realize this fact already.

So here I am eighteen months into a planned two year childcare sabbatical. I've just recently begun to make contacts in the pharmaceutical industry again, in hopes of returning to work over the next six-nine months as opportunity dictates. How has the Daddytrack affected my career? Not conclusive, but I can relate to you two stories.

I contacted my previous employer, with whom I was promoted and received

from the president of my division a Special Award, to advise that I would be pleased and eager to resume contributions as a fulltime employee. That was in early March. It's now late June, and I haven't received any response. I haven't even received an acknowledgement that they received my letter. And these are the people in Finance who know firsthand my ability - they promoted me and nominated me for a Special Award.

I also answered an advertisement for a Finance Manager at another major New Jersey pharmaceutical company. Their requirements matched perfectly the background, abilities, accomplishments and industry experience noted on my resume. Prior to taking my Daddytrack sabbatical, I would have been snatched up quickly by this company. But now, I waited one month for a reply. Nothing. I wrote another letter requesting the status of my candidacy. Nothing. I wrote another letter asking for their comments on my unique situation in marketing myself back into the industry after a childcare sabbatical. It was only after that letter that I received my "no thank you" form letter. Clearly to me, some corporate attitudes when family is concerned are severely short-sighted and need to be changed.

So I believe that the road back will mean fighting against perceptions of being uncommitted, not serious, "soft". That's ok. No one can hide the accomplishments on my resume. I'm out to prove that the Daddytrack has only made me better, more committed and secure in myself. When I go back to the office, I'll take something with me from this most satisfying of experiences. Lessons. Lessons about patience, priorities and a better balance.

Another happy possibility is that I may return to work not in Finance, but in the Work and Family area. This experience has taught me that it's a wonderful thing to be truly a part of your kids' early years. I'd like to have an impact, and I see the possibilities here, of helping corporations realize the benefits and implement the programs, of helping working parents be parents. I believe in it. I want to help others see its many merits. From my twelve progressive years in large corporate environments, I know it can work and be extremely productive. I know. Each day, I've got the love, the smiles and the hugs of Richard Jr. and Michael to tell me that it's so.

One more thing. The real hero to me is my loving wife Nansie, who continues to work that I may have this time with our sons. My hope is that soon she may also have this wonderful opportunity. She is our hero, our celebrity every day. Thank you.

Richard J. Salle

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PREPARED STATEMENT OF MICHAEL R. LOSEY, SPHR, PRESIDENT & CEO, THE SOCIETY FOR HUMAN RESOURCE MANAGEMENT, ALEXANDRIA, VA

Madame Chairwoman and Members of the Select Committee:

The Society for Human Resource Management (SHRM) welcomes this opportunity to submit this statement on work and family issues. SHRM is the largest non-profit membership organization in the country representing the concerns of human resource management professionals. Formerly the American Society for Personnel Administrators, SHRM represents the interests of more than 70,000 human resource professionals nationwide. SHRM members are responsible for developing and implementing workplace policies for more than 54 million working Americans. SHRM has a program dedicated to the identification and analysis of emerging workplace issues. We would like to share with you some of the findings of this program relative to the work and family debate.

The workplace is currently populated by three different generations of Americans. The so-called Silent Generation (born roughly 1930-1945), the Baby Boomers (born 1946-1964) and the Baby Bust, or Twentysomething, Generation (born 1965-1976). Each generation is very different than the one which preceded it--different experiences, different values and different expectations about the world of work. Consequently, each generation has a different set of work and family needs. Any human resource practitioner can tell you that successfully integrating work and family, from both the employer's and the employee's perspective, is not a one-size-fits-all problem. The solutions are rarely as simple as providing day care referrals,

on-site child care or even job-protected leave. It is important to both parties that the arrangement be tailored to the individual situation.

Silent Generation workers are typically more interested in family benefits which allow them to take care of spouses or elderly parents. Long-term care insurance, for example, or elder care referrals allow employees who live some distance from their relatives to make sure their needs are met. As the work force ages, it is likely these sorts of benefits will become more common. Companies like IBM have been pioneers in providing elder care benefits. Smaller companies like Stride-Rite have also worked to meet the needs of their work forces by developing intergenerational day care benefits which combine care for children and older adults in a single setting. (Incidentally, Stride-Rite has found that intergenerational day care boosts the intellectual stimulation of the children and the older adults.)

Baby Boomers, which now comprise 55% of the work force, are rapidly moving into their "sandwich generation" years where they will be sandwiched between the caregiving needs of both their children and their elderly parents. It should be noted that "child care" no longer refers to just the care of infants and toddlers. Concern about latch-key children has inspired more companies to start offering child care for school-age children. Many companies have worked within their local communities to

encourage schools to open earlier, stay open later and offer special programs for school-age children with working parents. 3M Company in Minneapolis, for example, has developed a program with the local YMCA and the Science Museum of Minnesota to provide summer programs for employees with school-age children.

In the last few years, the Baby Boomers have moved toward a greater emphasis on family values. During much of the '80s, they worked long and hard building their careers. The restructurings of the last several years, though, showed them that if you rely on work to provide your self-fulfillment, losing your job can mean losing your sense of self. Instead of being "In Search of Excellence," many Baby Boomers are now "in search of meaning." This search for meaning has led, more often than not, back to the family. Divorce rates are down, and birth rates are at their highest levels in 26 years.

One of the more interesting aspects of this shift toward family values has been the attitudes of men. For many years, work and family concerns have been primarily viewed as a "woman's issue." That is clearly no longer the case. More and more often men are turning down promotions or expressing an interest in leaving the work force for a period of time to care for their families, creating the so-called Daddy Track. A study done two years ago of managers leaving their positions at Fortune 500 companies revealed men were three times more likely than women to cite

children as a reason for leaving their jobs. Peter Lynch, the former head of Fidelity Investments' Magellan Mutual Fund, was the most successful mutual fund manager in the country before he left two years ago to spend more time with his family. His comments upon leaving seem to sum up the situation: "Children are a great investment. They beat the hell out of stocks." Companies are needing to respond to this challenge by encouraging fathers to take advantage of paternity leave policies. One of the obstacles both employers and employees face, though, is society's attitudes about the role of men in the home and the workplace. Changing these attitudes will not happen overnight.

If anyone is going to force a change in America's attitudes about men, it might be the Twentysomething Generation. Just as the Baby Boomers succeeded in changing society's expectations of women, the Twentysomething Generation may succeed in changing society's expectations of men. According to a survey conducted for Time Magazine last year, a full 48% of the men aged 18 to 24 polled expressed an interest in staying home with their children.

The first generation to bear the full brunt of divorce, the Twentysomething-ers tend to be commitment-shy but believe strongly in the primacy of family, including the primacy of family over work. The Twentysomething generation's experience with non-traditional families is also creating a redefinition of

"family." According to the Department of Labor, fewer than four percent of American households now fall into the two parents/two kids/only dad works category. Today's work and family policies are now designed to meet the needs of dual-career couples, single-parent families, no-parent families and domestic partners. Montefiore Hospital in the Bronx, for example, recently became the largest private sector employer to offer the gay partners of its employees the same benefits spouses of employees traditionally have received. Employers are finding the world is not the same place it was 40 years ago when the modern American workplace emerged from the crucible of World War II.

Successful integration of work and family is a complex problem, and companies across the United States are engaged in some exciting, progressive experiments in meeting the needs of their work forces. In 1988, SHRM conducted one of the first wide-scale surveys of corporate work and family policies, "Employers and Child Care: The Human Resource Professional's View." An executive summary is attached for your use. We believe the findings of this survey will be useful to this Committee as you deliberate the issue. Specifically, the survey found that the primary reason employers had not implemented various work and family programs was because they had not yet considered them. Consequently, in the last three years, SHRM has focused many of its own educational efforts toward work and family concerns, and we continue to support programs and legislative provisions which

encourage voluntary business participation in work-family issues. SHRM assisted the Department of Labor, for example, in test piloting the Department's Work and Family Clearinghouse. To date, the Clearinghouse has provided information on family-friendly programs and policies to more than 4000 employers nationwide.

Companies which are not working to meet the work-family needs of their employees are finding themselves at a competitive disadvantage when trying to attract and retain qualified staff. Their competitive disadvantage will only worsen over the next 10 years as the shortage of qualified entry-level workers takes its toll. Ironically, the proposed mandated family leave legislation may well stifle some of the creative attempts companies are making to meet the needs of their employees while at the same time doing nothing for the small business owners who are not yet able to provide family-friendly benefits.

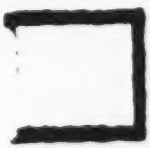
For this reason, SHRM continues to oppose mandated benefits, including mandatory family leave. Through a variety of publications and educational programs, we encourage our members to develop a family-friendly workplace in their own organizations, and we applaud those employers across the country which have already done so. Thank you for allowing us to submit this statement for the record.

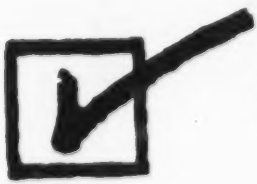
ENCLOSURE II

EMPLOYERS and CHILD CARE
The Human Resource Professional's View

1988 Child Care Survey Report of the American Society for Personnel Administration

EXECUTIVE SUMMARY





The American Society for Personnel Administration (ASPA) has conducted the first national study of its members' views on the subject of child care. In March, 1988 a random sample of 5,554 human resource professionals was selected from the ASPA membership, and 1511 usable responses were received (response rate - 27 percent).

This survey not only addressed the present level of member interest, awareness and involvement in child care, but also inquired about specific services their employers are considering or have implemented. Another important goal of the survey was to examine the perceived obstacles to their employer's involvement in child care, as well as to uncover member opinions about related legislative initiatives.

Survey Sample Demographics

Company size is an important demographic variable in this study. The size of an organization relates closely to knowledge of and activity in child care. Because of this, many responses were analyzed using data grouped by company size.

Almost 40 percent of the respondents were from companies of small to medium size (100-500 employees), 25 percent were from medium to large companies (501-1500 employees) and 25 percents were from large companies (more than 1500 employees). Twelve percent of the sample were from companies with less than 100 employees.

Manufacturing was the industry category in which the largest percentage of the sample was employed (45%). Finance, insurance, and real estate was the next largest industry category represented (14%), followed by the services category (7%). The geographic regions most heavily represented were the midwest (29%), northeast (23%) and southeast (16%).

Slightly less than half of the survey respondents held the title of Director or above (45%). The other half consisted primarily of Managers (36%) or Administrator/Specialists (14%).

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Section A

SURVEY FINDINGS

Current Involvement in Child Care

While half the respondents surveyed state their company is not yet involved in child care, the other half have some level of involvement. The majority of these are in the process of exploration, ranging from researching the issues to investigating employees' child care needs. Ten percent of the sample currently provide some type of child care support or service (see Figure 1).

Regardless of company size, three percent of the respondents believe their companies are very adequately meeting the child care needs of their employees and 16 percent say they are adequately doing so. This leaves the majority who state they are either less than adequately fulfilling their employees' child care needs (57%) or are unsure about it (24%).

Adequacy of Employer Information on Selected Child Care Issues

As Figure 2 displays, there appears to be a general need for more employer information on child care and greater knowledge about employees' child care needs. Respondents were most informed about the tax advantages for employees choosing child care through a flexible benefit/savings plan, although large companies were more likely to have this information. Approximately half of all respondents state their companies are informed on proposed federal legislation.

Companies need more information on the costs of providing child care. As later data reveal, employers perceive cost as one of the biggest obstacles to becoming

more involved in child care. Up to 77 percent of those from small organizations state they are not informed on cost, with those from larger organizations somewhat more informed. However, even for these, half report they are not adequately informed.

Regardless of company size, the majority of respondents state they do not have a current assessment of their employees' child care needs. Almost 80 percent report they are not up-to-date or are unsure if they are up-to-date in assessing their employees' needs.

Section B

Employer Activities in Child Care Support and Services

More than one approach can be taken to assist employees with their child care needs. Respondents were asked to describe their company's choice of initiatives which were categorized as the following: 1) Financial Assistance, 2) Information Services, 3) Company Owned/Sponsored Child Care Services, 4) Alternative Work Schedules, and 5) Family Leave Options.

Financial Assistance

The two financial assistance methods which are most popular include flexible benefit plans with a child care option, and Section 125 savings plans. One out of two companies in the sample have considered, are currently considering, or have implemented one or both of these benefits. Although larger establishments are more likely to be providing or considering these plans, small companies are considering these benefits as well.

COMPANY SIZE

Level of Involvement In Child Care	All Companies (n= 1013)	Less than 100 employees (n= 178)	100-499 (n= 348)	500-999 (n= 303)	1000-4999 (n= 288)	5000 plus employees (n= 100)
Predominantly exploring issues	25%	16%	25%	32%	20%	36%
Researching employees' child care needs	10	6	6	15	12	20
Currently choosing child care service	6	1	2	6	10	*
Currently providing child care service	10	2	6	14	15	16
Expanding/Revising child care service	4	0	1	5	10	12
Not currently involved in child care	55	71	63	42	36	31
Other	5	6	4	*	*	5

*NOTE: Percentages may not equal 100 because more than one response may be checked.

ALL COMPANIES (n= 1013)

Is Your Company Informed on the Following Topics?	Yes	No	Unsure
Tax advantages for employees choosing child care through flexible benefit plans	60%	27%	13%
Proposed Federal legislation on child care issues	51	29	20
Tax advantages for employers who provide child care	45	33	22
Research on effects of child care on productivity, absenteeism, etc.	38	44	18
Employer costs of providing child care services	33	46	21
Current assessments of employees' child care needs	21	63	16

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Information Services

One out of three companies either have an information/referral service or are considering it. These services, where companies gather and disseminate information on available child care in the community, are most frequently reported by respondents from larger companies. Counseling services which help working parents cope with family stresses are also in place or being considered by more than one half of the larger organizations.

Company Owned/Sponsored Child Care Services

Activities such as employer-sponsored child care centers, centers provided by contractors, and child care consortiums are found in few companies. Currently, five percent of all companies surveyed offer an employer owned/sponsored child care center. The consideration and provision of a child care center directly relates to company size. About half of the larger companies (more than 1500 employees) have at least explored the possibility of an employer owned/sponsored center.

Other types of child care services such as employer contributions to after school programs, telephone "hot-lines" and nursing services for sick children have not yet been investigated by the majority of companies. This holds true regardless of organizational size.

Alternative Work Schedules

Work policies which may help accommodate parental needs include flextime, part-time work options, job sharing, work-at-home programs, and special summer or holiday hours. Based on this survey, the options which employers appear most likely to pro-

vide include alternative schedules, especially part-time work, and flex-time to assist with employees' child care needs. One out of two companies have part-time work available, and over one-third have flex-time arrangements. Although there is still a positive relationship between provision of these options and company size, a significant number of small companies offer these alternatives to their employees.

Family Leave Options

Respondents were asked to describe what types of leave opportunities their company currently provides to parents. As Figure 3 reports, pregnancy disability is the type of leave offered most frequently by employers. This is leave granted for pregnancy which ends after the woman give birth and the doctor allows her to return to work. If the company has a disability policy, then, by law, they must include pregnancy as a disability. Paid pregnancy disability leave is offered by more than two thirds of the sample.

Maternity leave was defined as leave given the mother to be with her child, even though she is healthy and able to work. Ten percent of all companies report they offer paid maternity leave. This is fairly consistent across company size, with a range of seven to 13 percent. Unpaid maternity leave is offered by 44 percent of all companies. Forty five companies (3%) offer paid paternity leave, with unpaid paternity leave offered by 19 percent.

Almost all companies (95%) which offer paid pregnancy disability leave do so for longer than four weeks. Half of these offer paid leave for more than eight weeks. Small companies were less likely than larger companies to offer paid leave for longer than eight weeks.

The majority of companies

Type of Family Leave Options

	All Companies (n = 1511)
Pregnancy Disability Leave	
Paid Disability	68%
Unpaid Disability	41
Partially Paid Disability	23
Maternity Leave	
Paid Maternity	10
Leave charged to vacation, sick, or other leave	15
Unpaid Maternity	44
Part-Time Return	17
Flexible time off	9
Paternity Leave	
Paid Paternity	5
Unpaid Paternity	19
Paid leave charged to vacation, sick, or other leave	21
Temporary Part-Time	2
Flexible Time Off	5

which provide paid maternity leave offer it for five to eight weeks (59%). Another 32 percent offer this leave for more than eight weeks. Unpaid maternity leave is offered by most companies for more than eight weeks (65%).

Thirty of the 45 companies which provide paid paternity leave reported a specific time period. Of those 30, sixty percent offer it for less than four weeks. However, unpaid paternity leave is available for more than eight weeks by the majority (65%) of the 246 companies who offer it.

Section C

Potential Obstacles to Employer Involvement in Child Care

The intent of this section was to learn what the respondents believe to be obstacles to their company's involvement in child care. Potential obstacles were listed and the respondents were asked to circle the appropriate number on a scale ranging from 1 (not an obstacle) to 5 (major obstacle). Cost and liability issues, concern over equity of employee benefits, employer's familiarity with child care options, commitment from top management and company involvement in family matters were some of the topics addressed.

The survey found all companies are especially concerned with expense and liability insurance. Respondents generally are familiar with the child care options available to them, although the complexity of a child care system is an obstacle for many. Lack of commitment from top management was cited as a major obstacle by about half of all companies, and the lack of research evidence into the long term benefits of providing child care was also a major concern.

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Section D

Employer Perceptions of Child Care Legislation

Because of the increased interest of Congress in child care, and the numerous related legislative proposals, a section was included in the survey to examine respondent's opinions on certain legislative initiatives. Specifically, questions were asked regarding funding responsibilities, incentives for increased employer involvement in child care, and legislation mandating certain entitlements.

Survey respondents hold strong opinions about who is responsible for child care. Most agree that the funding of child care is not primarily the responsibility of the employer or the government, but the employee. However, there is mixed reaction about whether the funding of child care services should be shared between the government, employer and employee.

Most respondents do not advocate government control over child care issues. For example, 85 percent disagree with mandated paid parental leave, and 69 percent disagree with mandated unpaid parental leave. Most also do not agree with legislation which gives pregnancy disability preferential treatment over other disabilities.

Three out of four companies would like tax incentives for providing child care assistance, and one out of two agree government grants should be provided for employer sponsored programs.

How to Obtain Additional Information

A full report with detailed information on each of the above sections is available from the American Society for Personnel Administration. Most data is analyzed and displayed for all companies and by company size. The cost of the report is $35.00 for ASPA members and $50.00 for non-members. To order, complete the following ASPA Publications Order Form:

ASPA PUBLICATIONS ORDER FORM

HOW TO ORDER: To assure the member discount, you must include your member number as it appears on your membership card or on your mailing label.
All orders are processed immediately upon receipt. Please allow 4 weeks for Post Office delivery. Orders must be prepaid. A check or credit card information will speed processing. Do not include cash. SEND YOUR ORDER TO:
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Stock No.	Title	Quantity	Member Price	Non-Member Price	Total Price
PB44	ASPA Child Care Survey		$35.00	$50.00	

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ASPA Member: Member No.
Name
Firm Title
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